BUSINESS ADMINISTRATION
LIBRARY
JAN 3 1958

MANAGEMENT METHODS

DECEMBER 1957

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



M/M's problem solving panel: (l to r) Rice of McKinsey & Co., Jonsson of Texas Instruments, Decker of Corning Glass, and Wellbrock of New Jersey Machine Corp.

IN THIS ISSUE

Four thoughtful executives attack five key management problems

page 23

How to file 48% more payload in the same floor space



Let Super-Filer solve
the problem of crowded files and limited space

If you're crowded for room—if extra floor space is costly—here's an easy way to expand your files! And a way that saves plenty of dollars, too!

Replace your old 4-drawer files with new 5-drawer Super-Filers. By so doing you add 48% more usable filing capacity per cabinet.

Here's how it is: The secret is in Super-Filer's famous swing front. When you open a Super-Filer drawer, the front swings out to create a V-shaped working space. This unique convenience permits you to file a full 26¾" of payload in every drawer and still have 4" of working space—as compared to only 22½" of usable space in a conventional file drawer.

In a 5-drawer Super-Filer cabinet—just a few inches higher than the usual 4-drawer file—you have 134" of usable file space, compared to only 90" in the latter. That makes the 48% added filing capacity per cabinet which Super-Filer gives you in equal floor space.

This one advantage has led thousands of businesses to standardize on Super-Filer. There are many other excellent reasons, too. To see them all demonstrated call the local GF dealer or branch. You'll find the showroom address in your phone book. Or write for a GF filing catalog to The General **Fireproofing** Company, Department M-73, **Youngstown** 1, Ohio.

GF

GENERAL FIREPROOFING

Foremost in Metal Business Furniture

MODE-MAKER, GENERALAIRE, 1600 LINE DESKS • GOODFORM ALUMINUM CHAIRS
SUPER-FILER MECHANIZED FILING EQUIPMENT • SHELVING • PARTITIONS

GF metal business furniture is a **GOOD** investment

(For more information, see last page)



"National Accounting Machine System saves us more than 100% a year on our investment." —THE LIONEL CORPORATION, *New York*

"We use the National Accounting Machine because of its many automatic features which do so much of the operators' work that there is a great saving of both time and effort.

"We estimate that these savings return us more than 100% a year on our investment.

"There are other benefits besides direct savings. The work is neater. Several records are made simultaneously. Needed figure information is obtained sooner—while it is news, not history. And employees are happier because the work is made easier."

Lawrence Cowen
President, The Lionel Corporation

In your business, too, National machines will pay for themselves with the money they save, then continue savings as annual profit. Your nearby National man will gladly show how much you can save.
(See the yellow pages in your phone book.)

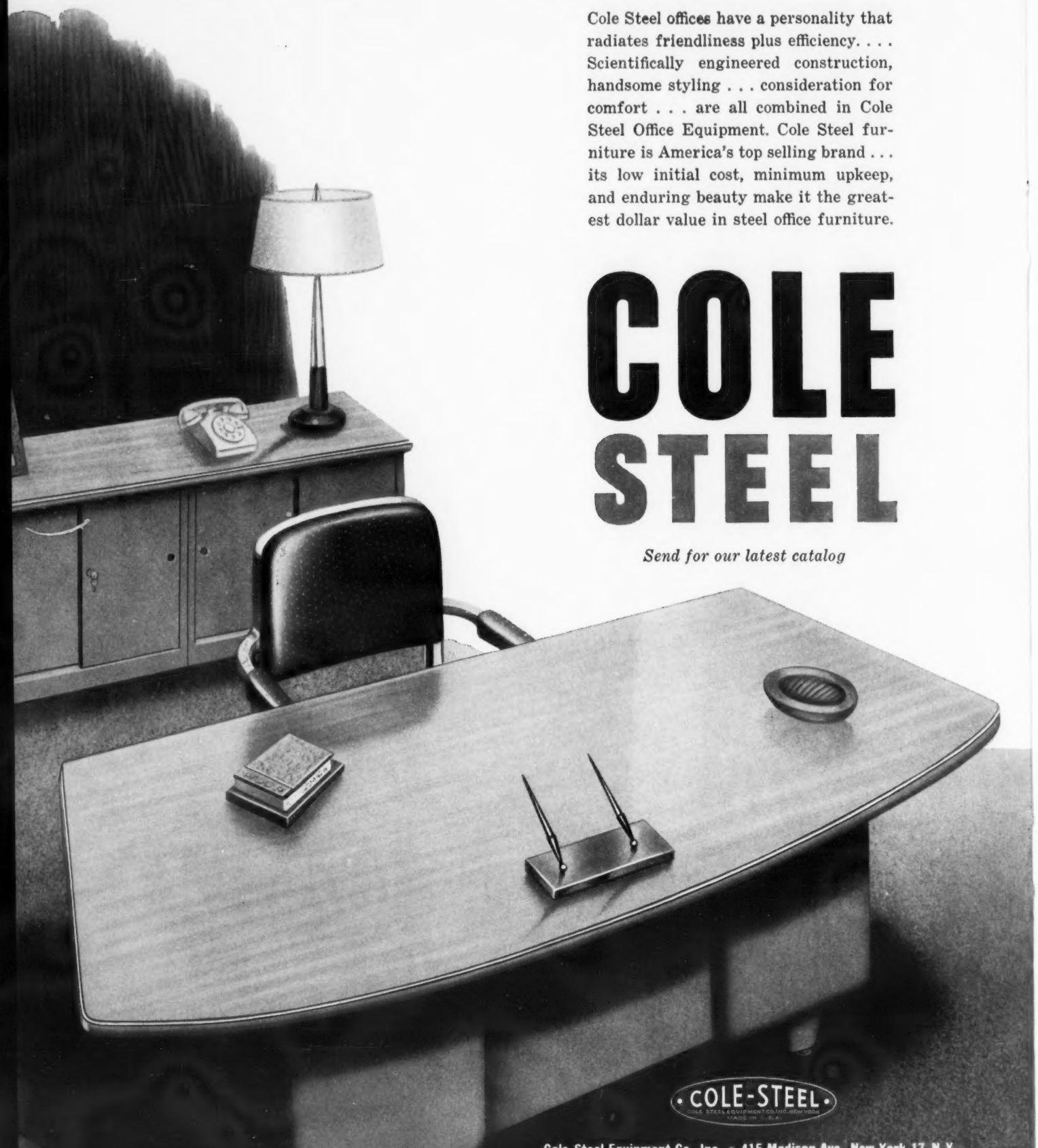
*TRADE MARK REG. U. S. PAT. OFF.

National*
ACCOUNTING MACHINES
ADDING MACHINES • CASH REGISTERS
NCR PAPER (NO CARBON REQUIRED)

THE NATIONAL CASH REGISTER COMPANY, DAYTON 9, OHIO
989 OFFICES IN 94 COUNTRIES

(For more information, see last page)

your company is judged
by the office you keep!



Cole Steel offices have a personality that radiates friendliness plus efficiency. . . . Scientifically engineered construction, handsome styling . . . consideration for comfort . . . are all combined in Cole Steel Office Equipment. Cole Steel furniture is America's top selling brand . . . its low initial cost, minimum upkeep, and enduring beauty make it the greatest dollar value in steel office furniture.

COLE STEEL

Send for our latest catalog

· COLE-STEEL ·

Cole Steel Equipment Co., Inc. • 415 Madison Ave., New York 17, N.Y.

Canada: 329 Dufferin St., Toronto, Ont.

MANAGEMENT METHODS

DECEMBER 1957 · VOLUME 13 NO. 3

CONTENTS

What companies think about woman executives 14
The majority of firms in this M/M survey feel they have good reason for maintaining their unwritten policies against women in top management.

How to plan a break from executive isolation 20
Like a clock, your organization will tick only if you put the pieces together properly. This article will spotlight flaws in your organization structure.

Managers' problem solving clinic 23
Top executives give varied answers on how to evaluate your own performance, how to compose a board for best advantage, and other current problems.

Five ways to poison a suggestion system 29
Case histories show that a well run suggestion system is a boon to profits, but that if it isn't administered properly, it may boomerang.

How management got 30% better cash flow with a one-write system 42
As volume went up, this firm's paperwork system bogged down. Here's how a new system solved the problem—and speeded cash flow.

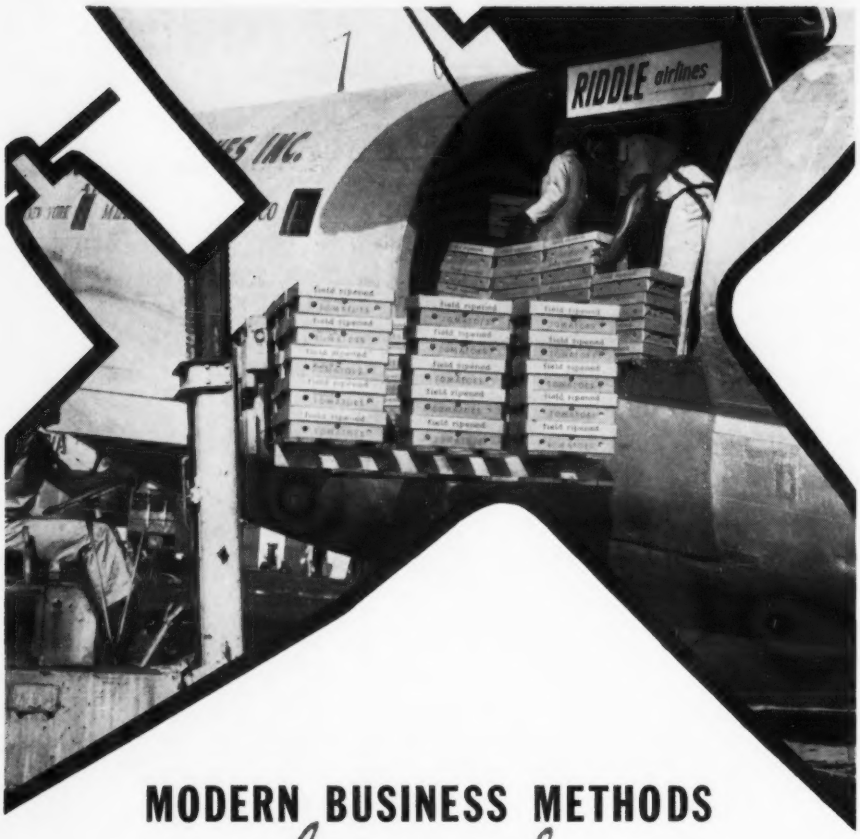
Where they work: the offices of successful men 46
Consultant James L. Allen, of Booz, Allen & Hamilton, has identical suites in Chicago and New York, designed to meet his own needs and tastes.

How to choose an advertising agency 49
When you hire an ad agency, you buy more than just the people in it. These specific check points will help you determine which agency is best for you.

Can you answer these income tax problems? 54
Here are some posers on both personal and business tax problems. If you can't answer them all correctly, you'd better brush up on your tax law.

DEPARTMENTS AND SHORT FEATURES

Point and counterpoint: letters to the editor .. 6
How to save on taxes 10
Thought starters: administrative solutions 32
Consensus: briefs worth repeating about electronic problems 39
Reader service section 72



MODERN BUSINESS METHODS
demand
MODERN SHIPPING METHODS

Think how much you'd save by next-day delivery of high priority shipments.

Then get the facts on surprisingly low rates from RIDDLE. RIDDLE Air Cargo Service means prompt market-to-market or portal-to-portal deliveries anywhere.

RIDDLE airlines inc.

Consult the yellow pages of your phone book for the nearest RIDDLE representative, or write: Traffic Center, Riddle Airlines, Inc., Miami International Airport, Miami, Florida

At no obligation, give me full details on Riddle Airlines Cargo Service.

Name.....

Firm.....

Title.....

Address.....

City..... State.....

Nation's Largest North-South All-Cargo Airline

(For more information, see last page)

MANAGEMENT METHODS

22 West Putnam Ave., Greenwich, Conn.

Publisher Jerome W. Harris
President William S. Kline

Editor: R. R. Conarroe
Managing Editor: Frederick Borden
Art Director: Laurence Lustig
Editorial Consultant: Leslie M. Slote
Production Mgr.: Argyll C. Rubin
Adv. Production: Joan Longnecker

Business Manager: Edwin D. Kline
Circulation: Marie La Guardia
Office Manager: Edith P. Acquavella

Advertising Offices

New York 141 East 44th Street, MU 7-0583
Advertising Sales Manager: Charles L. Dermott
Eastern Advertising Manager: Richard H. Edlund
Harrison M. Rollins—Sherman P. Laire
Office Manager: Carolyn Rosenstein

Chicago 612 North Michigan Avenue, Del 7-0112
Western Division Manager: William S. Hutchings
Alfred A. Spelbrink—John K. Hynes

Los Angeles The Robert W. Walker Co., 730 South Western Avenue, Dunkirk 7-4388

San Francisco The Robert W. Walker Co., 57 Post Street, Sutter 1-5568

Houston Gilman & Roberts, 5210 Morningside Drive, Jackson 4-6633

Atlanta Gilman & Roberts, 4260 Peachtree Road, Cedar 7-6408

A publication of MANAGEMENT MAGAZINES, INC.

22 West Putnam Avenue, Greenwich, Conn. Townsend 9-8585

President and Treasurer, W. S. Kline; Vice President, J. W. Harris; Vice President, A. J. Kaiser; Secretary, E. D. Kline

BPA **Member of Business Publications Audit**

Management Methods is indexed in the Business Periodicals Index

SUBSCRIPTIONS: In United States and Possessions, one year $5.00. Canada, one year $6.00. Foreign subscriptions $10.00. Single copies $.75. When possible, back issues or tearsheets of articles will be provided. Enclose $1 for each back issue and $.50 for each back article requested, to cover costs of handling.

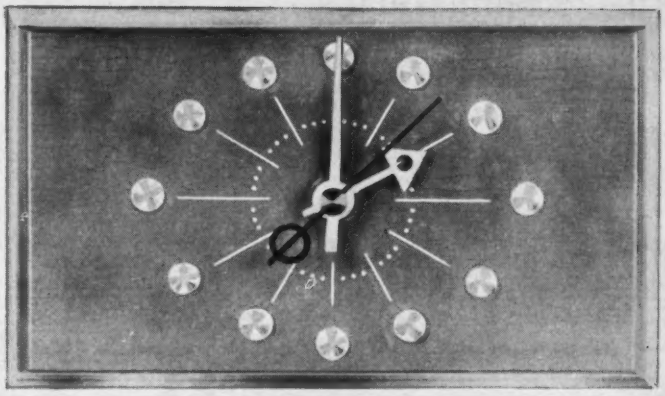
Copyright © 1957 by Management Magazines, Inc. Accepted as controlled circulation publication at Concord, N. H. Published monthly by Management Magazines, Inc., 22 W. Putnam Ave., Greenwich, Conn.

CHANGE OF ADDRESS: The publisher should be notified immediately of all changes of address. Please attach the old address label when making change of address notification.

Policy re manuscripts: *The object of MANAGEMENT METHODS is to offer practical solutions to administrative problems. For that reason we never highlight a problem without offering at least a partial solution or a recommended course of action. Whenever possible, we like to offer the reader something he can do right now to correct a procedure or solve a problem in his business.*

Much of our editorial material comes from business and management specialists, as well as from active businessmen, at all levels of management. We endeavor to return all manuscripts. However, we assume no responsibility for material not specially requested by us.

don't
waste
one
minute





PICK
UP
A PENCIL
MAKE
A NOTE
SEE LEES
CARPETS
TODAY

Let **Those Heavenly Carpets by Lees** go to work for your company's future! Here are 12 ways Lees Carpets do a fine job around-the-clock for any business: They provide quiet, safety, comfort, hospitality, beauty, warmth, better visitor reaction, ease and lower cost of maintenance, merchandise protection, better work environment, employee loyalty. Be wise — put these down-to-earth plusses to work in your profit picture now.

Lees CARPETS

Learn how Lees can work with you on the purchase of carpet at all price levels. Write

COMMERCIAL CARPET DIVISION • JAMES LEES & SONS CO. • BRIDGEPORT, PENNA.

(For more information, see last page)



Plan a tour now!

Airport and general industrial sites are being readied for companies planning expansion or relocation.

Our staff of specialists will guide you . . . a wealth of technical, business and social facts, available nowhere else in such official and complete form, will be at your fingertips. As representatives of Philadelphia's government, these specialists will provide you with authoritative data . . . respect the strict confidence so vital to site selection.

Philadelphia is a good place to work and live

FORTUNE Magazine, November issue, in a study "The Exploding Metropolis," said this:

Philadelphia is "outstanding" among the list of best-run cities in the United States. Mayor Richardson Dilworth is one of the "nine outstanding mayors" in the country. Philadelphia also was cited as the country's top city in the fields of urban renewal and good planning.

Contact us now for a tour date and for specific information on strategic, spacious industrial sites available.

Philadelphia

DEPARTMENT OF COMMERCE

INDUSTRIAL DEVELOPMENT DIVISION • City Hall, Philadelphia 7, Pa.

Fredric R. Mann, *Director of Commerce*

(For more information, see last page)

point and counter point

LETTERS TO THE EDITOR

Christmas charity

SIR: I am very interested in your article, "What about Christmas gifts for customers" (*MM Oct. '57*).

Several Seattle firms have adopted a new approach. They give us, a voluntary children's hospital still doing 60% free care, a contribution to buy some specific item of equipment. We write a letter of appreciation to each customer on the list given to us by the donor for having received their gift from X company.

Customers of the companies which send the donations to us seem pleased that the spirit of Christmas has been so expressed. The company making the donation has expressed its Christmas feeling to its customers in an effective and meaningful way.

We hope this method of marking the spirit of the Christmas season increases every year as far as our hospital is concerned.

EVA H. ERICKSON
ADMINISTRATOR
THE CHILDREN'S ORTHOPEDIC HOSPITAL
SEATTLE, WASH.

Free medical service?

SIR: We are indeed complimented that you have selected Connecticut General as an example of "How you can attract better people with a better building" (*MM Oct. '57*).

Lest your readers got the wrong idea, however, we would like to point out that we do *not* provide free medical care for our employees and their dependents. Instead, our medical facilities basically consist of 1) the laboratory and other examination facilities associated with insurance underwriting, 2) the first aid facilities which exist in many industries and 3) some special diagnostic and treatment equipment available to employees which would be manned by our own medical staff upon request by the employee's physician. The company, for example, makes x-ray examinations on this basis, and, in the public interest, has provided polio immunization for employees and their dependents.

To strengthen further your article's theme, Connecticut General's reasons for providing employee facilities will



Patterned Glass by Blue Ridge Glass Corp. • Architects: Kahn and Jacobs • Interior Designers: Rodgers Associates

MILLS MOVABLE WALLS GIVE NATIONAL BISCUIT COMPANY SPACE CONTROL

Future as well as present efficiency has been made certain in The National Biscuit Company's new headquarters at 425 Park Avenue, New York City. Space Control is assured by the use of Mills Movable Walls for both general and executive offices. As changes in space requirements occur, these walls can be rearranged to fit new layouts... quickly and easily... without dust, debris or commotion. Entire departments can be rearranged in a matter of hours, overnight or during a weekend, without interrupting normal routine. Unexcelled in architectural design and structural stability, Mills Walls are available in an almost limitless array of attractive modern finishes. Their baked-on enamel surfaces are specially treated to eliminate harsh light reflection and require no maintenance except occasional washing to keep them looking always their handsome and efficient best. The Mills Company • 972 Wayside Road • Cleveland 10, Ohio

MILLS MOVABLE WALLS



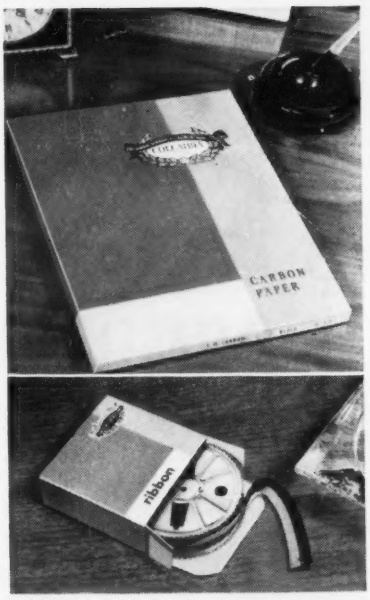
For more information on the newest and finest in movable walls today write for the 1957 Mills Catalog.



(For more information, see last page)

Appearance Always Counts





Whether your office is at the North Pole or Main Street, U. S. A., the appearance of your business letters counts a-plenty. That's why appearance-conscious secretaries everywhere insist upon Columbia Ribbons and Carbons to create that correct impression their office correspondence must have. Columbia Ribbon and Carbon Manufacturing Co., Inc., Glen Cove, New York.

Columbia

RIBBONS AND CARBONS

CLASSIC • SILK GAUZE • MARATHON • COMMANDER
PINNACLE • RAINBOW • D H & D • TITAN

(For more information, see last page)

not lessen as the company grows and expands its building. Basic to the original design of our horizontal, column-free building were plans to add laterally new work areas in keeping with the present modular pattern. Connecticut General definitely does not intend that "some of the spacious employee facilities areas could be converted to work areas." If anything, expansion and growth will make even more important the need for adequate employee facilities.

HENRY DAWES
DIRECTOR OF PERSONNEL
CONNECTICUT GENERAL
LIFE INSURANCE CO.
HARTFORD, CONN.

The partnership problem

SIR: . . . the perfectly wonderful piece on "How to pack pleasure and profit into a partnership" [is] by long odds the best single article on a pretty common problem that I've ever come across.

. . . I prefer working with smaller companies, and most of them, especially in the soft goods field, are partnerships. Out of that experience, I can vouch for every problem Russell tackled. My compliments to all concerned, and I hope you'll be able to pass this along to the firm of architects. What they did took much more intestinal fortitude than most partnerships are willing to invest.

And finally, what's more to the point: send me 25 reprints as quickly as you can. I have a list of people who will have to read this even if I have to spoon-feed it to them!

BERNARD DAVIS
MANAGEMENT, LABOR AND
COMMUNITY RELATIONS
NEW YORK CITY

Georgia 50-50 Plan

SIR: [I was interested] in the article entitled, "How to attract business to your community" (*MM Sept. '57*). It had to do with the well-known Georgia 50-50 Plan and was a very interesting article, especially to me. I noted also that you used the "Available Buildings in Missouri" map which I helped originate, and the extensive mention of the "Minnesota Welcomes New Industry" book proved enlightening, as well.

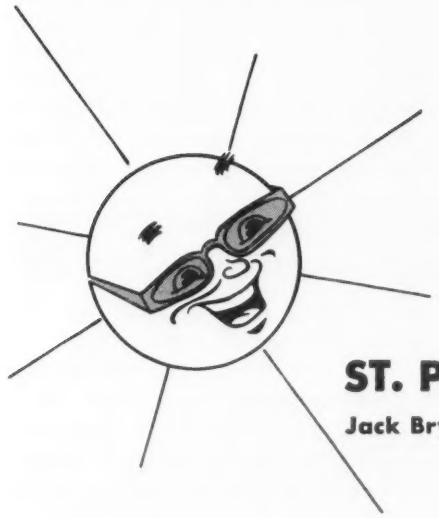
My reason for writing this letter is to congratulate your fine publication on carrying a story of this nature, showing how industrial development at the state level is working.

PRENTISS MOONEY
CHIEF, DIVISION OF ECONOMIC
DEVELOPMENT AND PUBLICITY
DEPARTMENT OF COMMERCE
STATE OF OHIO, COLUMBUS



MAKE YOUR MARK

in greater St. Petersburg



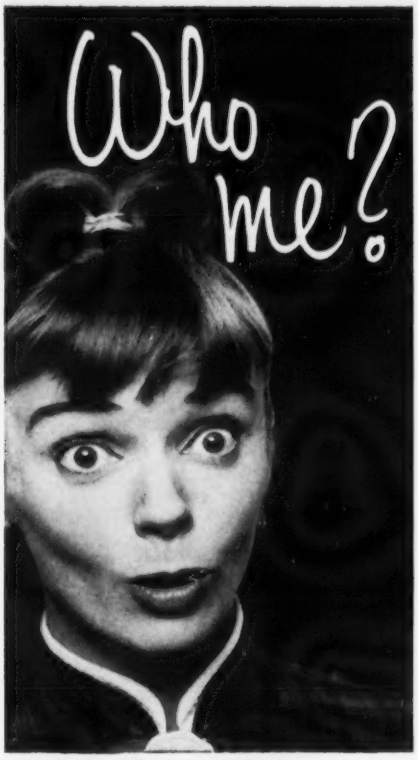
Where work and play are combined—profitably! Join these major business firms who have located in this area. Qualified workers, excellent schools, recreational and cultural activities, fine transportation, well-balanced industrial and commercial growth, outstanding community spirit and progressiveness . . . an ideal area in which to locate. Write on your letterhead today for informative literature.

Note: Persons seeking positions with St. Petersburg industries, please write Florida State Employment Service, 1004 First Avenue North.

ST. PETERSBURG CHAMBER OF COMMERCE

Jack Bryan, Industrial Director ***Dept. MM*** **St. Petersburg, Florida**

(For more information, see last page)



save 8 people's salaries?

That's what I said when the boss showed me the new Macey Collator and said I wouldn't need outside help anymore for hand-gathering all the bulletins, catalogs and price sheets we have to get out. But it was true!

I just didn't believe him when he said the Macey Collator would end collating errors, eliminate overtime, meet schedules, and lift office morale. But it did!

I don't think even the boss expected our Macey to pay for itself already. But it has!

Why don't you have Macey make a study of all the hand-gathering that goes in your office? You'll be surprised!



MACEY COMPANY

A Subsidiary of Harris-Intertype Corporation

5350 West 130th St., Cleveland 30, Ohio

☐ Send me your booklet showing how other companies are saving money with a Macey.

☐ We want, without obligation, a free study made of all our hand-gathering operations.

Name_____

Company_____

Address_____

City_____ Zone____ State_____

(For more information, see last page)

How to save on taxes before the year runs out



December is the month when the wise taxpayer looks for special opportunities to reduce his income tax burden for the year.

By Benjamin Newman
Tax Attorney, Koenig and Bachner, New York

A taxpayer is obligated to pay only the income tax due—no more, no less—and it's considered good business to legally minimize your taxes as much as you can.

Here are some tax opportunities to watch for during these closing days of 1957.

Defer income till next year

Income received during the closing days of 1957 is added to the "top" of income earned this year. In effect, such income is subject to taxation at the rates of the highest bracket the taxpayer is in.

An example is the case of the unmarried businessman who has earned a taxable income of $11,000 as of December 15, 1957. Taking the standard optional deduction of $1,000, plus his personal deduction of $600, he computes his tax on a net income of $9,400. On the first $8,000 the tax is computed at various graduated percentages up to 30%. The excess of $8,000 or ($1,400) is taxed at the rate of 34%. Added income of $650 would put him into the 38% bracket; thus at the "top" of his income, 38¢ of every dollar would go for taxes.

But deferral of income delays the tax liability to the succeeding year, when his income may be smaller or when there conceivably could be a tax reduction.

Payments made for interest on loans, contributions to recognized charities, expenditures for medical, dental, and optical care, and certain other expenses are deductible if made in 1957. Each dollar deducted is taken from the "top" of the tax bracket income pile. Taxwise, it is generally to taxpayer's advantage to review his obligations and pay them before the end of the year. Checks mailed up to December 31 may be deducted from the 1957 income.

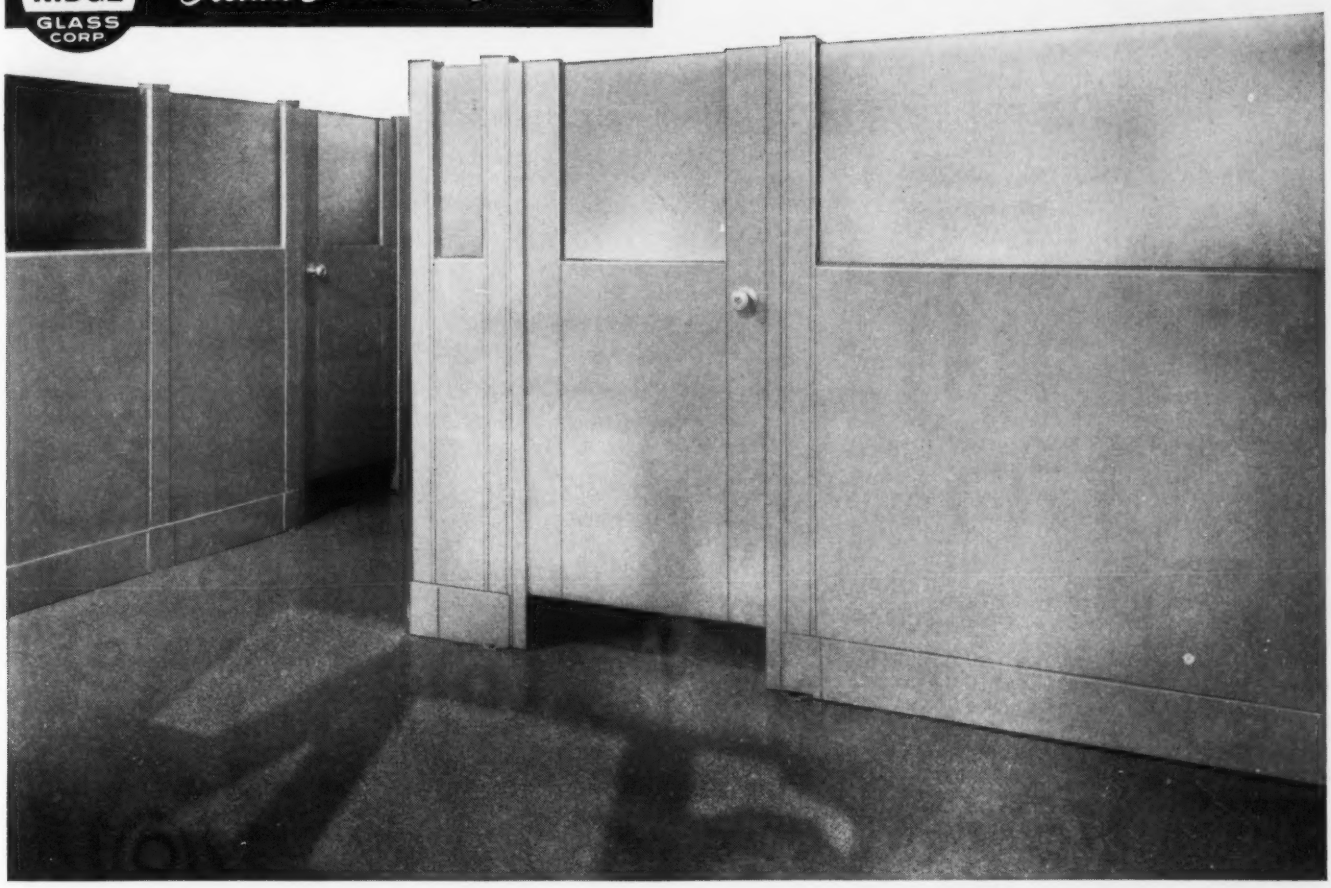
Take capital losses now

A review of your capital assets may shed light on another and very important avenue of tax savings. December is a good month to examine your investment portfolio and review the effects of sales made during the taxable year. If you've had a net capital gain, it may be wise to consider selling loss securities to offset gains. Capital losses may be offset against capital gains and losses in excess of gains may be deducted from ordinary income up to $1,000. Capital losses exceeding $1,000 may be carried over to the succeeding five years and may be offset against gains in those years.

If you wish to, you can repurchase securities sold, but must wait for a period of 31 days following the sale, so as not to negate the effect of the loss sale. m/m

BLUE RIDGE GLASS CORP.

Creative IDEAS *in* GLASS



Offices of Da-Lite Screen Co., Warsaw, Indiana. Partitions by GR Products Inc., Grand Rapids, Michigan

These partitions give you a BONUS

Any partition's primary function is to divide space and provide privacy. Today, partition manufacturers offer much more.

Take these GR Partitions, for instance. They are not only functional but extremely practical, flexible and economical . . . and they offer the bonus advantages of Blue Ridge Patterned Glass. Privacy without the feeling of confinement. Beauty and sparkle. Diffused light and reflected color.

And when your employes get these extra benefits, they're naturally happier and more efficient.

Another bonus: beautiful Blue Ridge Glass is practically maintenance-free. Never needs painting. Seldom needs cleaning . . . when it does, it's as easy to wash as a window.

Leading partition manufacturers offer you a choice of handsome Blue Ridge patterns, textures and finishes. Others can supply it on request.

Patterned Glass by Blue Ridge

FREE CATALOG: Shows many uses of Blue Ridge Patterned Glass in offices and commercial buildings. Send request to Libbey·Owens·Ford Glass Co., 608 Madison Avenue, Toledo 3, Ohio.

BLUE RIDGE GLASS CORP.

made by BLUE RIDGE GLASS CORP.
Kingsport, Tenn.

sold by LIBBEY·OWENS·FORD
Distributors and Dealers

LOF GLASS

(For more information, see last page)



"Here's what PS* teamwork accomplished for us at Carrier Corp."

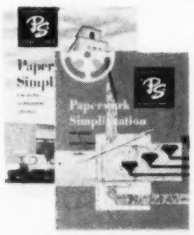
SAYS THOMAS F. LONERGAN, DIRECTOR, OFFICE METHODS AND PROCEDURES, CARRIER CORP., SYRACUSE, NEW YORK.

"TECHNICAL assistance of the high order provided by Standard Register has for several years been an important part of our success in streamlining business operations by simplifying paperwork. Most recently, Standard's representatives helped us materialize our ideas in a highly advantageous data processing system for service parts order handling and inventory control. Their ready understanding of system problems and wide knowledge of the techniques for efficient record-production earn them a place on the 'PS Team.'"

Do you have a paperwork problem? Skillfully designed forms, applied to appropriate machine equipment to speed the processing of serviceable records, can be the key factor in its practical solution.

This is Standard Register's specialty—the application of paperwork-simplifying forms and mechanisms to dovetail with customers' objectives. It involves close Teamwork. The tested ideas and technical know-how accumulated from broad experience serving America's businesses are available on your Team when the Standard Representative is a member.

VALUABLE DATA FREE



Read the complete details of the newest and most interesting paperwork systems currently being installed by United States business. Ask to receive your own copies of Standard's authoritative publications on Paperwork Simplification science. Write today.

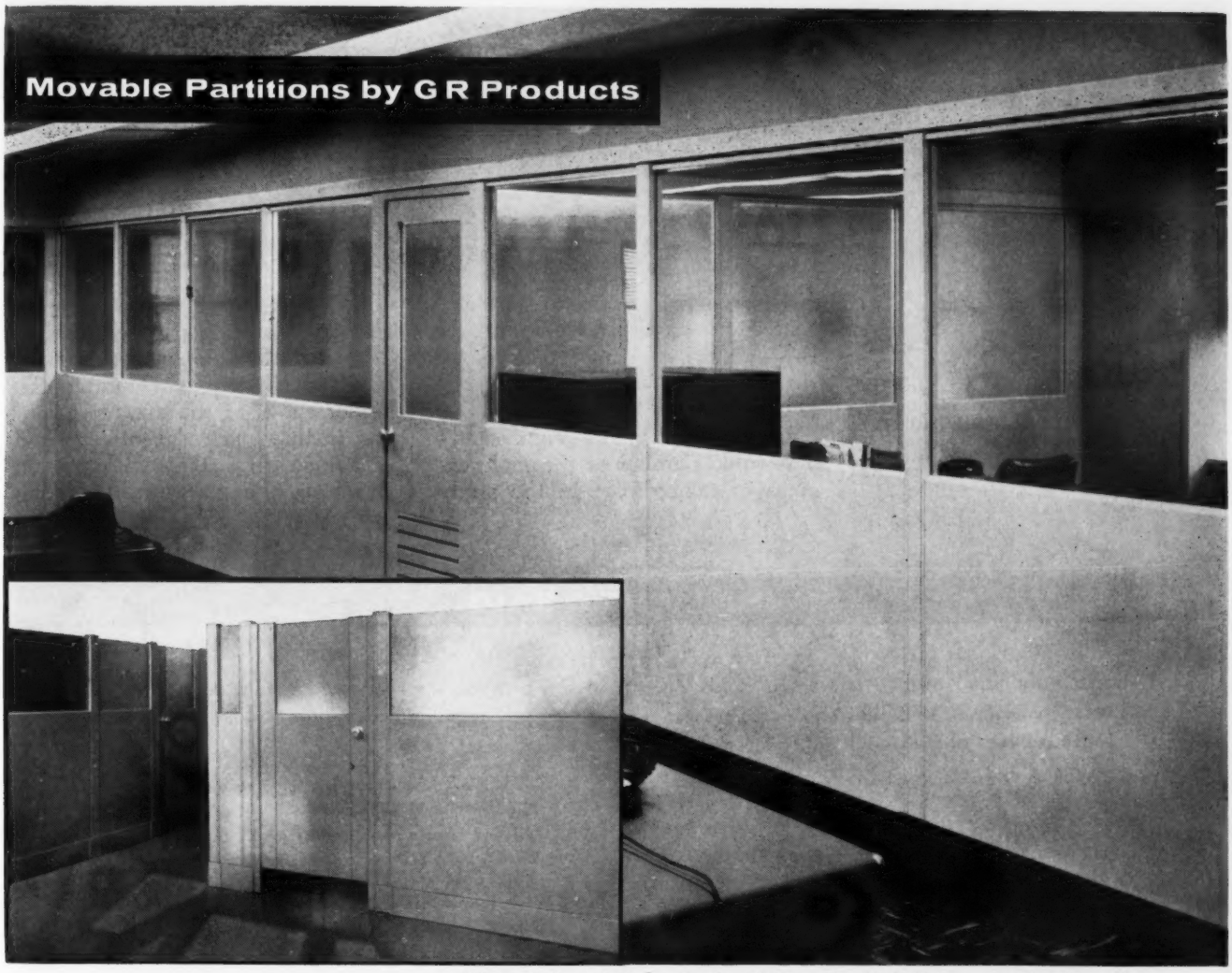
THE STANDARD REGISTER COMPANY, DAYTON 1, OHIO
PACIFIC DIVISION, OAKLAND 6, CALIFORNIA
Sales and Service Offices in Principal Cities
Plants at Dayton; Oakland and Glendale, Calif.; York, Pa.; and Fayetteville, Ark.

ASSOCIATES: R. L. Crain Limited, Ottawa, Ontario, Canada • W. H. Smith & Son (Alacra) Ltd., London, England • Gemah Formas Continuas, Caracas, Venezuela Impresora Ariel, S. A., Havana, Cuba • Sten Dahlander, Stockholm, Sweden.

Standard Register
PAPERWORK SIMPLIFICATION
Business Forms

*

(For more information, see last page)



Offices of General Motors, Pontiac Division, New York. Note use of Blue Ridge Glass Corporation Velvex glass dividing offices for privacy with ample lighting. Inset: Offices Da-Lite Screen Co., Warsaw, Indiana. Bank rail partitions, Blue Ridge patterned glass.

These Partitions Give you a BONUS

You find many built-in bonuses in G R Metal Partitions. So many in fact, that planners of new or remodeled offices today would hate to be denied the basic advantages in this method of partitioning. Movability is one basic bonus . . . you can rearrange offices overnight: provide privacy without the feeling of confinement. The unique and simplified locking device of these partitions makes them exceptionally easy to install. And G R Metal Partitions more than pay for themselves the first time you're faced with a sizable office rearrangement.

Naturally, being steel they are strong and enduring: are exceedingly good looking, require no maintenance. Find out — write today to learn how you can benefit from all the bonuses in G R Metal Partitions.

FREE CATALOG Get the complete story on office partitioning — in steel, wood, acoustical — from the makers of America's most complete line of movable office partitions.

MOVABLE PARTITIONS STEEL OR WOOD

Modern Ideas in Offices!!

GR Products Inc.
2417 EASTERN AVENUE, S.E.
GRAND RAPIDS, MICHIGAN

(For more information, see last page)

What companies think about woman

Male executives admit in this survey that they themselves are largely to blame for the fact that there aren't more women executives in business.

Why aren't there more woman executives? Part of the fault lies with the women themselves, according to MANAGEMENT METHODS' latest survey.

But—perhaps more significant—a sizeable number of the male executives taking part in the study admit that they themselves are also to blame for the situation. They say that one reason women have such trouble climbing the higher rungs of the executive ladder is that male executives "feel restrained" in dealing with women on a basis of equal status. It's much

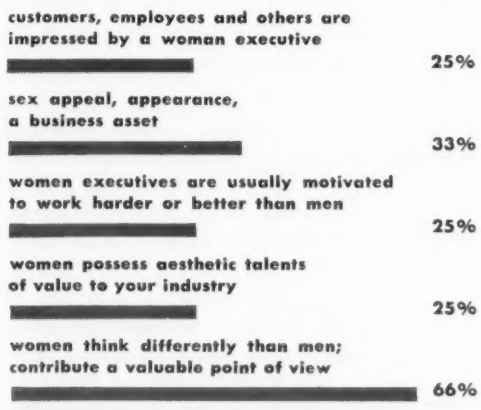
WHAT THEY SAID

1. In your industry, assume a woman holds an executive position, and that she possesses executive abilities about equal to her male counterparts.

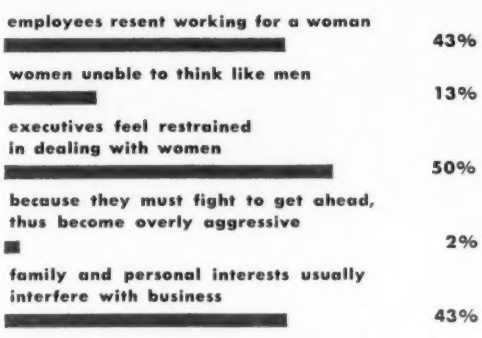
a. Would you say she has a special advantage because she is a woman?



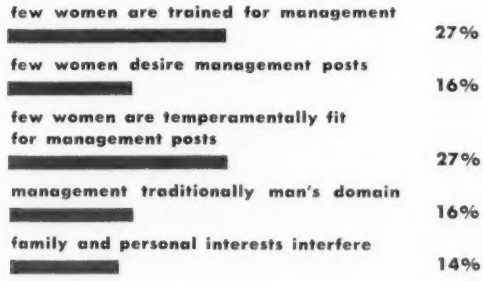
b. If you say she would have an advantage (or some advantage), what are your reasons?



c. If you say she would have a disadvantage (or some disadvantage), what are your reasons?



2. Speaking personally, what do you feel is the biggest single reason why there are so few women executives in business today?



3. Are there women executives in your firm?



executives

more comfortable, they imply, to give orders to a secretary than to bandy ideas with a woman who shares the executive suite.

In addition to tripping over the stumbling blocks that male executives toss in her way, a woman who aspires to a management position must fight the fact that most employees prefer to have a man as their boss, the survey shows.

Family first; job second

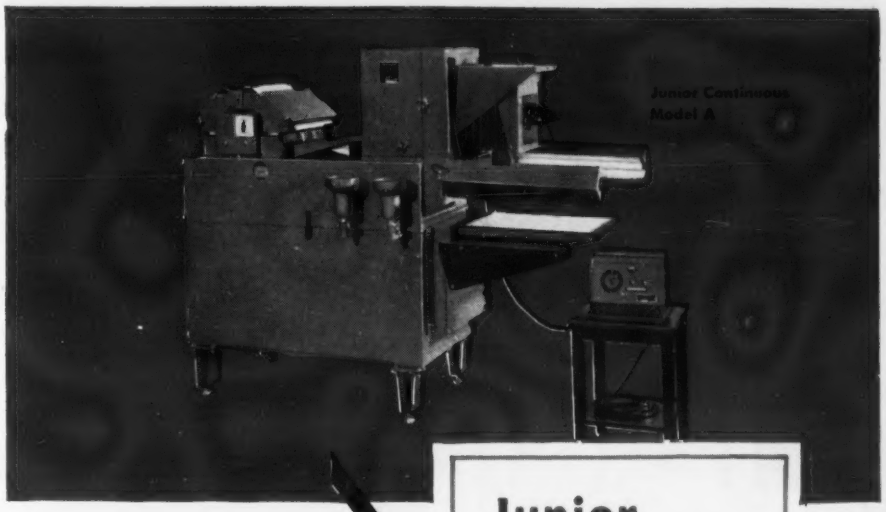
Nearly half (46%) of the respondents say that a woman is at a definite disadvantage when it comes to a management job. Another 39% say she has both advantages and disadvantages, with the implication that the weight is on the disadvantages. Not the least of these disadvantages, say the respondents, is that a woman's family and personal interests usually interfere with business.

Only 3% of those queried states that being a woman gives an executive an unqualified advantage over her male counterparts. Advantage most mentioned by this minority: women think differently than men and thus can contribute a valuable point of view.

What is a "woman executive?"

Despite the obvious discrimination, half of the respondents say that they personally know a woman executive who is handling her management job competently. In addition, 45% say they have "woman executives" in their own companies. The titles given for these women, however, indicate that the meaning of the word "executive" is given some restrictive connotations when applied to a woman in a respondent's own company. The titles are predominantly these: forelady, office manager, chief bookkeeper.

The executives were asked this question: "In your own company,



The answer to increasing photocopying requirements

Junior Continuous PHOTOSTAT® PHOTOGRAPHIC COPYING EQUIPMENT



The Junior Continuous Models A and B are designed to meet the increasing demand for photocopies that often overtaxes smaller copying equipment.

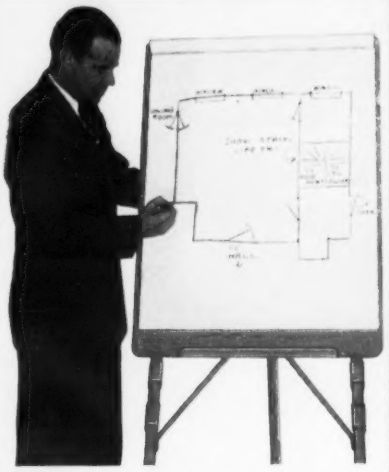
Both models are completely automatic, are fast and economical to operate. Using regular grades of Photostat Photographic Paper, they produce accurate, permanent prints 10" x 11" or smaller. With a Microtronics Microfilm Enlarger as additional equipment, they make paper prints from 16 and 35 mm. film.

Junior Continuous Models A and B are two of the seventeen models of Photostat Photographic Copying Equipment manufactured by Photostat Corporation. Our sales-service representatives located in principal cities throughout the country would be pleased to tell you more about the particular model that can best help to solve any photocopying problems you may have.

PHOTOSTAT CORPORATION
P. O. Box 1970-C, Rochester 3, New York

Your key to complete photocopy satisfaction
PHOTOSTAT
PHOTOSTAT CORPORATION ROCHESTER, NEW YORK
PHOTOSTAT is the trademark of PHOTOSTAT CORPORATION

(For more information, see last page)



FOR YOU, SIR—
A CONFERENCE EASEL
FOR YOUR OFFICE

With its large paper writing pad, a conference easel can be as indispensable as your desk and chair. After using one—you, like countless other executives, will wonder how you ever got along without it.

Many styles to choose from.

Write for free 24 page catalog

ORAVISUAL COMPANY, Inc.
Factory, Box 609A • St. Petersburg 2, Fla.

(For more information, see last page)

PIERCING THE TIME BARRIER



Time . . . a precious commodity used in new dimensions by the most reliable name in time equipment . . . STROMBERG

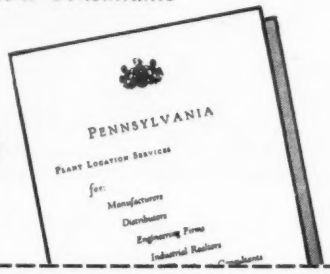
for complete details on modern
TIME KEEPING SAVING RECORDING EQUIPMENT
write
Stromberg TIME CORPORATION
Thomaston, Connecticut

(For more information, see last page)

Pennsylvania will "custom-tailor" a new plant plan just for you!

For Manufacturers, Distributors, Engineering Firms, Industrial Realtors, Management Consultants

This booklet tells you the tremendous scope of Pennsylvania's Plant Location Services, all at no obligation, of course.



Yes, you can have a complete, comprehensive A to Z plant plan, tailored to your specific requirements, by engineering and economics experts.

You'll be given the *how*, *why* and *where* on labor, markets, power, water, raw materials . . . financing, mortgage and building help. Thus *smaller* companies get a plant-planning service previously available only to a few industrial giants.

A free booklet describes this wealth of information for your further evaluation. Full details are also available on the PENNSYLVANIA PLAN for 100% financing of your new plant . . . personal inspection tours and consultations. Just mail the coupon. *All inquiries serviced in strict confidence.*

Pennsylvania Department of Commerce
997 State Capitol Building
Harrisburg, Pennsylvania

Send me your free literature:
☐ Plant Location Services Booklet
☐ 100% Plant Financing Plan

Name.....

Title.....

Company.....

Address.....

City.....

Zone.....State.....

(For more information, see last page)

how high in management could a woman realistically expect to go in the various areas of work?" Following is a tabulation of the response:

Area	No accpt'ce	Supv'y level	Mid-mgt.	Top mgt.
Advertising	39%	25%	19%	17%
Finance	25%	39%	28%	8%
Pub. Rel.	33%	22%	30%	15%
Personnel	22%	28%	25%	25%
Engineering	81%	10%	6%	3%
Production	66%	24%	8%	2%
Sales	62%	24%	12%	2%

This tabulation makes clear that in most companies women have the cards stacked against them in most areas. However, in the areas of personnel and, to a lesser extent, advertising and public relations, there are a significantly large number of firms where women can hope to reach the very top of the heap.

Female vicissitudes

Why are there so few woman executives in business today? One of the chief reasons indicated by the survey is that "few women are temperamentally fit for management posts" (indicated by 27% of the total respondents).

Said one executive (a male): "It's the vicissitudes of female life that keep them in their place."

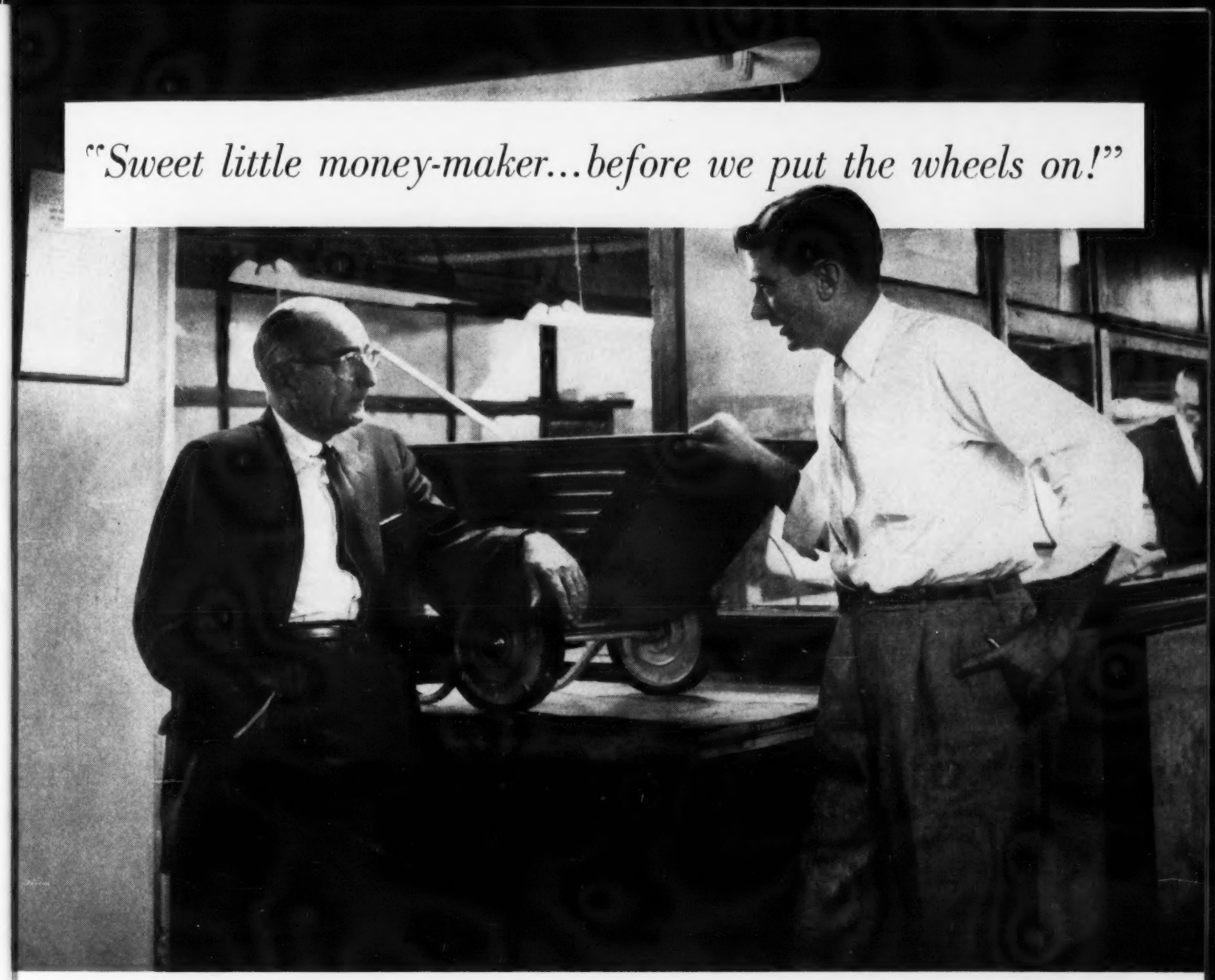
In challenging rebuttal of this attitude, two well-known woman business executives gave MANAGEMENT METHODS the benefit of their experiences and attitudes.

Said Olive Ann Beech, president and director of Beech Aircraft Corp., Wichita, Kans.: "If a woman executive *is* an executive, she has no special problem. It has always been my experience, and I am certain it is shared by all women in responsible positions, that regardless of sex, the individual's capabilities are respected."

Said Brownie Wise, vice president and general manager of Tupperware Home Parties, Inc., Orlando, Fla.: "In the business world, each person succeeds on his or her own ability. I've found that few, if any, business leaders would rule out a qualified person simply because she is a woman."

The gap in the woman's and the man's viewpoint on the subject of women executives seems to be large, to say the least. m/m

"Sweet little money-maker...before we put the wheels on!"



Funny joke! But the boss is not amused.

His company supplies the body of that cart to other manufacturers – successfully, too. Just recently he decided to market a model of his own, complete with wheels. Yes . . . they're selling fast. But the company's losing money on every shipment. Because the price was set too low.

Too bad this boss didn't know about Keysort punched-card controls! With Keysort's fast, accurate reports he could have had complete, correct figures on every operation in the plant . . . could have prevented a money-losing situation like this *right in the office.*

Keysort punched cards – today speeded by the new Keysort Data Punch which simultaneously imprints and code-punches production or sales information – not only help top management plan in advance, they help *you* as well.

With a minimum clerical burden, you achieve greater reporting accuracy – flexibly, easily – because your office people summarize *direct* to reports. There's no transcribing; no costly, time-consuming intermediate steps. Result: management gets the accurate information it wants *on time.* And at remarkably low cost.

The nearby Royal McBee man has a presentation which will show you how it's done. Phone him, or write us.

McBEE KEYSORT®

PUNCHED-CARD CONTROLS FOR ANY BUSINESS

ROYAL McBEE Corporation PORT CHESTER, N. Y., Offices in principal cities. In Canada: The McBee Company, Ltd., Toronto 16

(For more information, see last page)



"As efficient as my streamlined kitchen," his wife said

His wife knows why he gets home on time now!

New Work-Organized Desk (a beauty, too) is really amazing help in getting day's work done

Leave it to a woman to quickly note and appreciate work-saving efficiency. But it's the *man* behind the new Shaw-Walker Work-Organized Desk who profits. He gets away from the office earlier and is less tired.

Ingenious Work-Organizing drawers provide space for letter trays, paper folio, card files, binders and other items that clutter the top of ordinary desks. And imagine this! There's even drawer space for your telephone and waste-paper. Really ingenious!

With the desk top clear and everything efficiently organized in the drawers you just can't help but do more, easier. An office equipped with Work-Organized Desks is a far more efficient operation.

The 292-page Shaw-Walker "Office Guide" pictures, describes and prices 86 models of color-styled Work-Organized Desks and 5,000 other items. Ask our local branch store or dealer or write Muskegon 89, Michigan.



SHAW-WALKER

Largest Exclusive Makers of Office Equipment
Muskegon 89, Mich. Representatives Everywhere



Stop doing it the hard way!



Counting or imprinting paper items by hand is horse-and-buggy stuff. Doesn't belong in this age of office automation.

The Tickometer, a Pitney-Bowes precision machine, can mark, stamp, date, cancel or code up to 1,000 items a *minute* – about eight times as fast as the average girl can do the same job by hand, and with superhuman accuracy. *So accurate, in fact, that banks use it to count currency.*

Used on forms, tickets, coupons, cards, checks, tags, sales and production slips, or product labels, it counts as it marks; can be set to stop at a predetermined count, or to register partial totals. With an optional accessory, it signs checks at the same speed. Does consecutive numbering. Has innumerable applications. The Tickometer frees your girls from the humdrum job of hand-counting, more than pays its cost in extra efficiency, convenience and time saved.

You can rent or buy a Tickometer. Service from 302 points, including 107 branch offices, coast to coast. Ask the nearest Pitney-Bowes office for a demonstration. Or send the coupon for free illustrated booklet and case studies of actual savings.

Pitney-Bowes

TICKOMETER

Counting & Imprinting Machine

Made by the originator of the postage meter . . . offices in 107 cities in U.S. and Canada.



PITNEY-BOWES, INC.
4536 Walnut Street
Stamford, Conn.

Send free illustrated Tickometer booklet and case studies

Name _____

Address _____

(For more information, see last page)

How to plan your break from executive isolation

By Fred H. Meyer, Vice president, H. B. Maynard & Co., Inc.

Much of the success of a president or department head rests with his ability to plan a profitable organization structure under himself. Yet many top executives find themselves shielded from the simple impressions and unbiased facts that reflect the true health of the organization structure. The facts may be known to the office boy, but the top executive's communications antenna may be carefully insulated by the well-meaning actions of his subordinates—or even by his own emotional reactions to those signals that do get through.

This organization planning quiz

A QUIZ TO TEST YOUR

1 *How often are you disappointed with the approach that a major segment of your organization (engineering, personnel, production, sales or the like) is making to meet the changes you expect in your industry*

?

Frequently ☐
Occasionally ☐
Seldom ☐

2 *How often do you find you must re-slant a subordinate's efforts to keep him in line with changing business conditions*

?

Frequently ☐
Occasionally ☐
Seldom ☐

3 *How often do your direct subordinates allow agreed-upon plans for betterment or economy to fall by the wayside*

?

Frequently ☐
Occasionally ☐
Seldom ☐

4 *How often do you find it necessary to reject a sound and desirable idea presented by a subordinate*

?

Frequently ☐
Occasionally ☐
Seldom ☐

5 *How many people report directly to you*

?

11 or more ☐
7 to 10 ☐
6 or fewer ☐

is designed to help a thoughtful executive to sort out the impressions and evaluate the health of his subordinate organization structure. His answers to the 10 questions can help him to decide if corrective action is indicated—before the need for improvement (that may be glaringly obvious to others) finally shows up on his balance sheet or cost statement.

At this point, stop reading here and mark your answers to the quiz questions below.

Now let's consider the significant meaning of the questions and the answers to them. There are no "right" answers to the 10 questions,

Put the parts of a clock together incorrectly—and the clock won't tick. Organize the people in a company improperly—and the company won't tick. Further, like a clock, the organization of a company requires regular adjustment. This article and its organization planning quiz will spotlight any flaws in your present management structure—flaws that may until now have been hidden from view.

ORGANIZATION STRUCTURE

6 *Do you find you must approve minor requisitions and requests, departmental expenditures, routine operating plans and the like of your direct subordinates* **?**

Frequently ☐
Occasionally ☐
Seldom ☐

7 *When a mistake is made, can you put your finger on the spot where your action is needed to prevent repetition* **?**

Frequently ☐
Occasionally ☐
Seldom ☐

8 *Do you get well-thought-out and acceptable plans for improvement, progress or economy from your direct subordinates* **?**

Frequently ☐
Occasionally ☐
Seldom ☐

9 *Do you notice that your effective direct subordinates perform work on their own initiative to help others who also report directly to you* **?**

Frequently ☐
Occasionally ☐
Seldom ☐

10 *In addition to people who report directly to you, do you help others to make progress on special projects, to reach sound decisions, or to solve other business problems in their areas of responsibility* **?**

Frequently ☐
Occasionally ☐
Seldom ☐

but the answer an executive gives will provide clues about how well his organization plan operates.

To break out of the executive isolation booth the manager should use the quiz to evaluate his organization plan—not his *people*. To use the quiz answers effectively, *he will always be wise first to assume that his man is competent*—or at least capable of more effective action than he has been able to demonstrate.

When this assumption is made, the executive forces himself to consider what fault in organization structure, control procedure, responsibility assignment or the like has caused targets to be missed. He checks himself from blaming the man—until he has examined the organization plan in which that man must work.

The quiz questions are designed to help him measure his structure against three organization planning criteria:

First criteria: Questions one through three deal with the basic question, "Is my organization plan *purposeful*?"

Second criteria: Questions four through seven bear upon this question: "Does my organization plan effectively *control* the energies of my people?"

Third criteria: The final group of three questions is intended to help the executive examine his opinion on the question, "Does my organization plan effectively *release* the energies of my people?"



ABOUT THE AUTHOR

Fred H. Meyer is vice president and manager of the New York Division of H. B. Maynard & Co., Inc., management consultants. The firm is the result of a merger last spring between Bigelow, Kent, Willard & Co., and Methods Engineering Council, Inc.

Mr. Meyer's connection with the Methods Engineering Council goes back over a period of more than eight years. He has specialized in the areas of organization planning and business communications.

Is my organization plan purposeful?

The cause of a performance that is apparently mediocre can often lie in confusion about company or departmental objectives. Subordinates can more easily perform at their competent best when:

- Their company and departmental goals are expressed in understandable and specific terms.
- Short-term goals are translated into plans that describe the work to be done and the parts of the job assigned to various groups.
- The plans are realistically backed by the assignment of resources (labor equipment, materials *and executive time*).

Questions 1 and 2: **How often are you disappointed with the approach that a major segment of your organization (engineering, personnel, production, sales, or the like) is making to meet the changes you expect in your industry? How often do you find you must re-slant a subordinate's efforts to keep him in line with changing business conditions?**

An answer of "frequently" to either of these questions suggests the need of thorough analysis of the way objectives are defined and communicated. Sometimes company or departmental objectives are expressed only as idealistic purposes without the corollary expression of specific, practical goals.

The president of a firm manufacturing electronic components found the advantage of defining specific goals. He had frequently been disappointed in the progress of his product development group.

For years the president had been stating that the objective of the company was "to lead the field in electronic devices." This purpose provided the sales department with a powerful platform upon which to base demands for the development of a wide variety of new products. As an unfortunate consequence, the development department was seldom permitted to concentrate on a sound program suited to its size. Instead it had to scatter its energies among too many projects.

Better development progress became noticeable after the president began supplementing his idealistic objective with announcements of specific annual goals.

Question 3: **How often do your direct subordinates allow agreed-upon plans for betterment or economy to fall by the wayside?**

An answer of "frequently" to this question might indicate that subordinates are incompetent; but to avoid jumping to that conclusion, more thoughtful executives will look first at the way resources have been assigned to accomplish the plans.

A dynamic president of a multiplant manufacturing operation made a mistake and lost a year of progress on an organization planning project. Reason: he didn't estimate properly the time needed by his managers and staff specialists to coordinate and direct the project. As a result, the project bogged down between an overloaded staff vice president and the busy plant managers who were supposed to help him.

Does the organization plan control the energies of my people?

Even with well-defined objectives, different groups in most companies develop their own specialized points of view. To remain master of his organization, the executive needs a plan to facilitate control and direction. His organization plan should be designed to:

- Provide a balanced structure in which weakness in one component does not slow the operations of others.
- Enable him to delegate easily.
- Provide him with means of measuring and controlling the over-all achievement of components rather than the isolated acts of his managers.
- Permit him to fix responsibility.

Question 4: **How often do you find it necessary to reject a sound and desirable idea presented by a subordinate?**

Even when ideas are sound, they must sometimes be tabled because of organization imbalance. Answers of "frequently" to question four suggest the possibility that executive attention is needed to strengthen either the structure or the number of positions in individual parts of the company.

(Continued on page 58)

MANAGERS' PROBLEM SOLVING CLINIC

Management solutions used in one company may not work in another. Here four thoughtful executives offer varied—often opposing—answers to some big questions that face most managers.

Here are ideas you can use to solve the business and personal problems you face in your management job. Material on the following pages is condensed from tape recorded interviews with executives like yourself. Problems submitted by readers will be considered for treatment in this clinic.

SOME METHODS THAT MANAGERS ARE THINKING ABOUT

1. Gauges you can use to measure executive performance — page 24
2. How top men evaluate their own performance level — page 27
3. How to build and use a board of directors for best results — page 28
4. Should an executive be "married" to his job? — page 65
5. What personal goals do business executives set for themselves? — page 67

THIS MONTH'S MANAGEMENT PANEL

J. Erik Jonsson

President & Director
TEXAS INSTRUMENTS INC.
Dallas, Texas
Employees: 5,940
Products: petroleum exploration instruments and other devices

William C. Decker

President & Director
CORNING GLASS WORKS
Corning, N. Y.
Employees: 13,000
Products: glassware, tubes for radar & TV

Richard Wellbrock

Vice President & Director
NEW JERSEY MACHINE CORP.
Hoboken, N. J.
Employees: 214
Products: labeling, packaging & other machines

James O. Rice

Principal
MCKINSEY & CO.
New York, N. Y.
Employees: 220
Service: management consulting








ABOUT THIS INTERVIEW

THIS MONTH'S Problem Solving Clinic consists of an M/M interview with four active professional managers. Three serve as directors of the American Management Association; the fourth, James O. Rice, is the association's former vice president and general manager. The interview was tape recorded by an M/M editor during opening day ceremonies on the campus of AMA's new Academy of Advanced Management at Saranac Lake, N. Y. The ideas expressed will start you thinking of ways to improve your own management practice.

PROBLEM 1 SOLVING CLINIC

One of the chief functions of the administrator is to evaluate the performance of the executives under him. What is the best gauge you know for evaluating the performance of your management group?

"Set up goals, standards and controls," says James Rice.

"Get evaluation of the man from his peers," says Erik Jonsson.

"It's a bad thing to have peers evaluate each other," says William Decker.

"The key is knowing what good performance ought to be," says Richard Wellbrock.

Q. Mr. Rice, what do you feel is the best way a top executive can evaluate the performance of his management group?

RICE: You do it by establishing specific goals for your people, then setting up standards by which to measure the attainment of these goals. At the same time, you set up controls to keep everyone on course.

Q. Do you think the job of management can be measured by specific standards? For example, can you establish specific standards for the work of a financial vice president?

RICE: Yes, I think you can do that. Now, of course, there is no management job that ever stays put for any great length of time. Your goals and your standards and your controls must be subject to constant review. You have to keep revising them in line with the current needs and opportunities of your company.

Q. Mr. Jonsson, will you add to that?

JONSSON: I agree with what Jim Rice says. I think you can also learn a good deal about a man simply by observing him in his work—in management meetings, for example, where you see what kind of comments and ideas he contributes, and how he works with the other fellows.

Q. Are there any other specific methods that you use?

JONSSON: Oh, there are lots of specific things. For example, one device that is often useful is to ask for individual appraisals or group appraisals of a man from his peers. We use this method to some extent, mostly on an informal basis. Once you have combined your own evaluation with what you have learned from the man's peers, you are in a good position to have a full and frank discussion with the individual. This discussion provides him with an understanding of exactly how he is viewed by the others. If he disagrees with the evaluation, he has a chance to express himself. In any event, you and he can look at the situation jointly, on the basis of the evaluation, and see what steps can be taken to get his performance up to a higher peak.

Q. By group appraisals, do you mean calling a man's peers into a meeting and asking them what they think about the way Joe Smith is handling his job?

JONSSON: Well, I would say it is more often that I'd talk to a man's peers individually first, then perhaps review our evaluation during a meeting. I'd like to emphasize, however, that it is always done with the full knowledge of the individual being appraised.

Q. But he isn't on hand at the evaluation meeting, is he?

JONSSON: No, he is not called in until the evaluation is completed. But then it's the top executive's job to call the man in and discuss the evaluation thoroughly.

Q. Mr. Decker, how do you evaluate the performance of your management people at Corning Glass?

DECKER: In the case of our company, I find it easier to evaluate the managers of the line departments than of the staff departments. In addition to personal observation I use the profit and loss budget in evaluating line managers but this yardstick doesn't work for staff managers. I find that the greatest aid to evaluating staff executives is the comment that feeds back from the line. If a staff executive is doing a good job, the line people will recognize and talk about it.

Q. Do you wait for the line executives to come to you with these compliments and other comments?

DECKER: Pretty much so. Once you start asking one executive what he thinks of another, you may be asking people on the same level to criticize each other. That, in my opinion, is a very bad thing.

Q. Then you disagree with Mr. Jonsson's method of evaluation by peers?

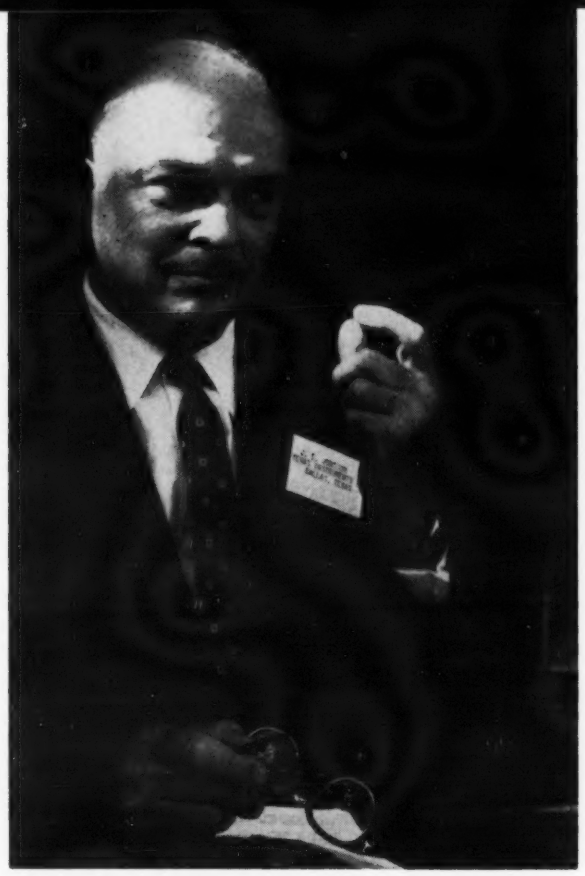
DECKER: Yes, I do.

Q. What do you feel is the disadvantage of asking peers to comment on each other's performance?

DECKER: I think it usually creates disharmony in the organization. If each department head, for exam-

This month's "clinic" consists of an outdoor interview held at AMA's new Academy of Advanced Management





JONSSON: "It sometimes helps to get

ple, knows that all the other department heads are going to be criticizing him to the boss, I think you are going to run into a pretty bad morale situation.

Q. Aside from the morale aspect, do you think it is likely a man will be given a fair and reasonable evaluation by his peers?

DECKER: No, I don't. It seems to me that it would be very difficult for people to give an objective evaluation of someone on their own level. That is almost asking for the impossible. That's why we rely a heck of a lot more on the informal comments that just naturally are expressed when a man and his department are doing a commendable job.

JONSSON: May I rebutt a little on this? There is one word used that might lead to an incorrect interpretation of what I said. The word is *criticism*. When I ask for evaluation of a man, either from a group or from an individual, I am not asking for criticism of the man as a person, but for evaluation of his performance. For example, if I should go to Bud Harris, our vice president in charge of marketing, and ask him how such and such a division head is working out with respect to the marketing phase of the operation, I know that I will get a full, free, objective answer. Then if I should go to the division head whose marketing activities had been in question with Bud, I know he will tell me equally as objectively what he feels is lacking or what was good in the services rendered by Bud and his staff. Now these comments give me something that I might not have known before. Both men know from the beginning that the comments are being asked for and given, and they are told fully what the other fellow has to say. If the comments turn out to be adverse, it is not criticism on a personal level, but on the basis of job performance only.

You see, in our company, most of us have worked together long enough that we feel we can discuss things pretty freely with one another. This attitude of frank discussion is something that has evolved over a long period. No one gets offended.

DECKER: To further clarify your position, could I say that if a man did start to criticize a peer in a personal way, you would stop that?

JONSSON: That's right.

Q. Mr. Wellbrock, what are your thoughts on the problem of evaluating the performance of people reporting to you?

WELLBROCK: The key, I think, lies in knowing what you want the man to do in the first place. If you really know what you want him to do, if you really know what you hired him for, it's a relatively easy matter to follow up and make sure he is doing it. You know what good performance ought to be and you have control of the situation through your inspection. If the evaluation shows a gap between what you expect and what you are getting, you've got to step in immediately and try to correct the situation.

Q. As the top sales executive in your company, Mr. Wellbrock, how do you evaluate the performance of your salesmen?

WELLBROCK: There is only one answer to that and it is to go out and work with the salesmen in the field. Oh sure, you can get a pretty good idea about a man by the amount of business he brings in, the kind of ideas he comes up with, and the kind of reports he writes, but you can't really evaluate him fully unless you are out there with him.

Q. Mr. Rice, how would you summarize these comments on the problem of how a top executive can evaluate the performance of the people working under him?

RICE: It seems to me that these points stand out: First, know what you want your man to accomplish, and make sure he understands the goals. Second, balance your own evaluation of his performance with either solicited or unsolicited comments from others, but make sure that all the comments you obtain are objective evaluation of the man's performance, not personal criticism. Finally, discuss the evaluation with the man in detail, and work with him in finding steps that will increase his level of performance.

get appraisals of a man's performance from his peers."

PROBLEM SOLVING CLINIC 2

Together with measuring job performance of others, top administrators must make an analysis of their own level of performance. How can an executive realistically handle this self-evaluation?

"I try to be as tough on myself as was my early grammar school teacher," says Erik Jonsson.

"As in evaluating another man, measure yourself against the goals," says James Rice.

"You can tell how you're doing by attitudes of people around you," says Richard Wellbrock.

"I measure myself by how well my management team is doing," says William Decker.

Q. Mr. Jonsson, as president of your company, how do you measure your own performance?

JONSSON: That is pretty hard to do. But I think there are a couple of yardsticks that one can use. First, you look to the objectives of the company and see if you think the board of directors would believe you are going down the line toward them and at a satisfactory pace. In addition, I have the habit of giving myself what amounts to an annual personal inventory. I try to be as tough on myself as one of my early grammar school teachers was—and she was pretty tough!

Q. What kind of yardsticks do you use in this annual inventory?

JONSSON: I try to get them as specific as I can. For example, I ask myself: "Have you met your profit goals? Have you maintained lines of communication as well as you think you should? Do all of the people reporting to you know exactly what it is they are supposed to be accomplishing? Have they in turn communicated down the line to keep their own people informed?" It is possible to quiz yourself on quite a few questions like these. The answers won't usually lend themselves to measurement by exact numbers, or precise interpretation, but if you are tough on yourself and honest with yourself, you can get a pretty good idea of how you are doing.

Q. Could you give another example of the questions you ask yourself?

JONSSON: Are you doing your part in the community? is another such question. I think you have to look at your civic position—how the community views your company.

Q. Mr. Rice, what are your thoughts on this matter of executive self-evaluation?

RICE: I think Erik Jonsson has put his finger on it. You take a reading on yourself at regular intervals. Of course, at the top administrative level, you are dealing more in terms of the long haul. There's a great deal more to it than simply using a yardstick. You unquestionably can get into some seemingly nebulous areas that are difficult to measure. But it gets back to using the same methods as you use in evaluating someone under you. Whether you are evaluating another



"Asking peers to evaluate each other creates disharmony." DECKER

man or measuring yourself, you do it by comparison against goals set in advance.

Q. Mr. Wellbrock, how are you able to determine whether you are turning in satisfactory performance?

WELLBROCK: Well, since I operate primarily in the sales area of my company, the job becomes relatively easier, I think. I can evaluate my performance at least to a large degree by whether we are bringing in a suitable volume of business and selling our products at a satisfactory profit. But beyond that, there is something else that is vital in our company. I'm referring to the spirit that you can feel among the people. When you walk through the company you can feel little attitudes that are perhaps intangible, but nonetheless self-evident. By the way people talk to you—or don't talk to you—you can sense whether they are possessed of high morale or whether they are not. I think these attitudes of others can contribute greatly to an executive's self-analysis of how well he is doing as a manager.

Q. Mr. Decker, what is your method of evaluating yourself in your job?

DECKER: First of all I measure myself against how we are meeting our short-term goals. This is on a financial basis primarily, although not entirely on that basis. In addition—and this is far more difficult—I try to determine how we are meeting the long-terms goals. Now this involves a great many things. For example, I think it reflects on me how well our entire management group is doing. If one of our top men should fall down on the job, I consider that a personal shortcoming—I consider it real criticism of the way I have been handling my own duties.

JONSSON: There's one thing I think all of us would probably put first in this discussion although no one has expressed it. That is that we like to have our customers' appraisals of how we and our companies are doing, and we often go out to get the customers' reaction. Before I leave a customer, I will always say, "Tell me frankly, in what way can we do a better job for you?" If you get very much adverse comment in response to a question like that, well, there's no guessing about it—you know darn well something is wrong.

PROBLEM SOLVING CLINIC 3

A board of directors can play a vital and dynamic role for a company, or may be used for no real purpose at all. How do you feel a board can be composed and used for best advantage?

"I strongly believe in the value of outside directors," says William Decker.

"I like a board that is strongly internal in makeup," says Erik Jonsson.

"We have a college president, banker, and CPA on our board," says Richard Wellbrock.

"The corporate board has changed from a dead to a dynamic topic," says James Rice.

Q. Mr. Decker, what kind of people do you feel are best for a board?

DECKER: I strongly believe in outside directors. You can always consult your officers as to what their opinions are on a matter, whether they are on the board or not. So an officer, per se, doesn't contribute a viewpoint at a board meeting that you don't already have. I favor outsiders because they bring you points of view that are not otherwise available to you.

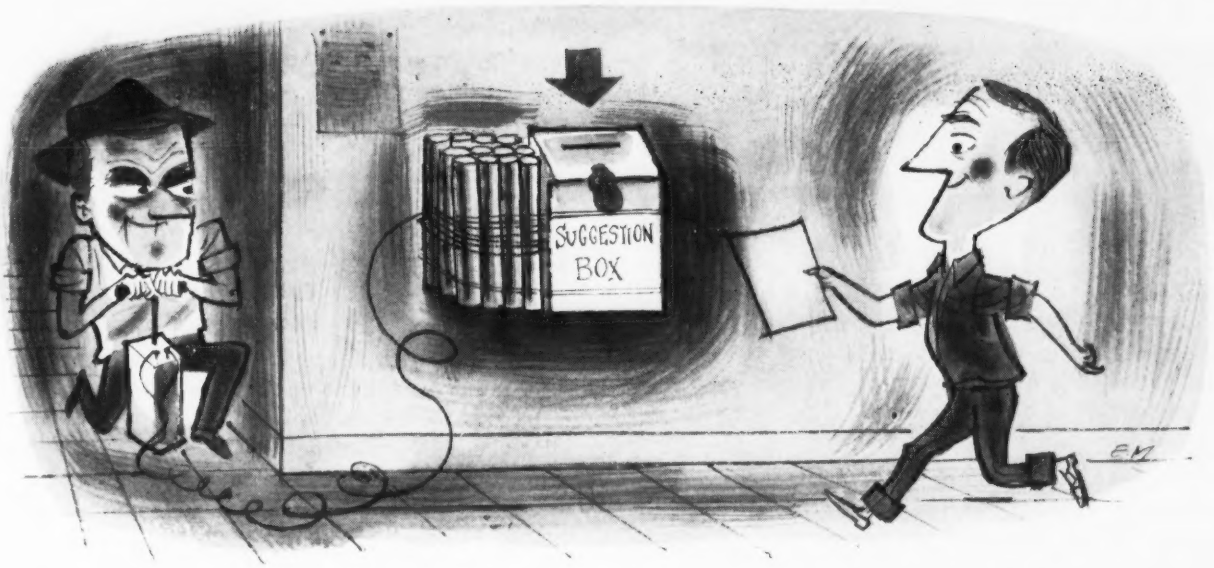
Q. Mr. Jonsson?

JONSSON: I like a board that is strongly internal in makeup, although I think that the trend is the other way. Our own board is made

(Continued on page 64)

"Needs vary from one firm to another."
JONSSON





5 ways to poison a suggestion system

You might as well abandon your suggestion system if you aren't prepared to give it the attention it deserves. But if you're looking for a source of useable ideas to improve both operations and profits, a well run suggestion system can be your answer. These cases show you both the practices to avoid and the actions that get real results.

By George A. Peters
and Shepherd Levmore

Without realizing it, some companies are extremely fortunate when their employees simply ignore the company suggestion system. Reason: it is not at all uncommon for a suggestion system to become a severe (even if unnoticed) thorn in the employees' side.

Poorly run suggestion systems—and a sizeable proportion are poorly run—have been proved to be at the bottom of strikes, resignations of key technical personnel, a breakdown of supervisory control and, more commonly, just plain bad morale.

This does not mean that your present or proposed suggestion system should be abandoned as a risk that is too hot to handle. What it does mean is that a suggestion system can be profitable only if given the same kind of thought, planning and continued attention as you give to, say, your own management program to keep production costs down. Case after case has shown that, given thoughtful attention, a suggestion plan can be a prime means of getting your people to pull together and improve your profit.

Drawn from the experiences of firms that have not given their suggestion plans proper priority, here are five examples of the best ways to kill a suggestion system. Whether or not you now have a suggestion system you can use these guides of what and what *not* to do:

POISON NO. 1



Install a suggestion system —then neglect it!

► THE PRESIDENT of an Ohio firm instituted a suggestion system simply because he'd seen one work in a competitor's plant. He had suggestion boxes nailed up throughout his factory, posted notices that vaguely outlined the projected system, then turned the pro-

gram over to a junior executive who conducted it in like haphazard manner.

Result: Zero minus. This firm not only gained nothing from its system but actually lost ground in terms of wasted effort and dissipated morale.

ANTIDOTE

An Indiana firm pre-planned the launching of its suggestion system over a period of months, publicizing the innovation and training of personnel. Competent committees of evaluators were established, a precise award schedule was spelled out and every aspect of the program was examined from every angle. Only then was the system initiated.

Benefit: For every dollar invested in the system, this company reaped a measured return of nearly $3 in savings resulting from suggestions.

POISON NO. 2



When you install a suggestion system, make sure your plant supervisory personnel have no idea of its procedures!

► IN THE COURSE of a year, a new employee with a Texas company submitted many practical suggestions. All were routinely rejected. His immediate superior, an old hand with the company, considered the system an invasion of his authority and saw in the creativity of his subordinate a threat to his own position as foreman. In his determination to keep his personal applecart from being upset, the foreman succeeded in discouraging the new man from handing in further suggestions.

Result: Loss of a valuable man and of his creative potential.

ANTIDOTE

A small firm on the West Coast carefully explained the functioning of the new suggestion system to supervisory personnel. The importance of their role in the system was stressed and they were reassured that their jobs and authority were in no way jeopardized by it. Further, in reviewing each suggestion, care was taken that several qualified judges, including some unknown to the party primarily responsible for the affected operation, were involved in the process of evaluation.

ABOUT THE AUTHORS

George A. Peters, a consultant and psychologist in Newark, N. J., has held a number of positions in industry and government. He has authored many articles in the fields of industrial relations and psychotherapy.

Shepherd Levmore, an industrial engineer in Morris Plains, N. J., has specialized in production, packaging and shipping problems. His interest in suggestion systems grows from his experience in these fields. The authors acknowledge the assistance of Joseph L. Seminara in formulating this article.

Benefit: An estimated annual saving of $15,000 in production costs by putting into practice a high percentage of the employee suggestions.

POISON NO. 3



Build up a backlog of unprocessed suggestions until they form a hopeless log jam!

► AN ORGANIZATION employing 18,000 people found itself with 1,480 unevaluated suggestions on hand. By dint of heroic effort and two years of work, the backlog was whittled to 400. By that time many of the suggestions had become obsolete. They too were eliminated. Others were classified as "obviously of no use." When, at length, a grand total of 107 suggestions were acted upon, the system had won the contempt of employees, along with management.

Result: Morale not only disintegrated completely, but became a dangerous problem.

ANTIDOTE

A New England firm with a highly successful system acknowledges each suggestion promptly. Initial evaluation follows in a matter of hours. Ideas deemed worthy of more extensive consideration are further processed with the same promptness. This management has learned that swift consideration saves more than time. Immediate rejection of impractical ideas nips in the bud any potential ill will on the part of contributing employees.

Benefit: The suggestion system is a morale builder, causing employee identification with the company and —an unlooked for plus—a marked decrease in turnover.

POISON NO. 4



Set up an informal, haphazard chain of command for suggestion evaluation!

► AN INDUSTRIAL DESIGNER in a large aircraft corporation submitted a suggestion that would reduce the number of parts carried in stock inventory, and would effect savings of $10,000 over a five-year period. At the end of four months, the designer checked. His suggestion was still in the "in" basket on the desk of the overworked project engineer charged with evaluating suggestions. The designer, feeling that his creativity was going to waste, left the company for greener fields.

Result: The continuation of costly, inefficient practices and bogging down in production and morale.

ANTIDOTE

At a plastics plant in upper New York State, employee

suggestions are processed first by an investigator schooled in human relations. He checks with the employee personally to ascertain if the suggestion is in its best form, then routes it to the department head immediately concerned, as well as to one or more technical experts. Next the suggestion goes to the decision committee, consisting of management representatives from related departments, engineering—and the plant's industrial psychologist. Suggestions accepted are appropriately rewarded and put into effect; those rejected are personally acknowledged.

Benefit: One employee suggestion alone processed in this manner saved the company $17,280 in direct labor costs over a year's time. Another almost doubled production in one department.

POISON NO. 5



Set up your suggestion system on a "quota" basis!

► When Company X installed a suggestion system, management required that a certain arbitrary quota of submitted suggestions be accepted in order to give employees "a feeling of participation." The pace was maintained by accepting trivial items and by swiftly disposing of any that, whatever their intrinsic worth, provided a superficial excuse for their elimination.

Result: Only minor economies were made where major savings might have been achieved.

ANTIDOTE

Company Y, in a closely related field to that of Company X, set increased production efficiency as its goal in adopting a suggestion system. The route to efficiency through good morale was emphasized. Managerial personnel, particularly those directly concerned with the system, were carefully briefed in the basics of human relations. In addition to being designed to elicit ideas for product and operating improvements, the suggestion system was designed to serve as a supplementary means of communication between employee and management. Gripes and grievances were reduced sharply by prompt attention to minor suggestions that reflected areas of dissatisfaction.

Benefit: Elimination of previously unrealized health and safety hazards with consequent savings in lost labor time and in insurance costs; morale and production up.

Suggestions systems, based on sound reward and recognition practices, *do* work and the benefits they produce cross-multiply. Whether conceived of in terms of increased efficiency, better products, heightened morale or any of many other benefits, these systems have proved that they can more than earn their keep. But they don't just happen. In the words of a manager who has discovered what amazing results a carefully planned program can produce: "It's worth the effort, but effort *must* be made." m/m

TURN DREAMS INTO DOLLARS

Here is a common sense procedure for tapping employees' ideas for improvement. Remember that the success of a suggestion system is determined largely by how carefully the plan is administered.

Conception

Employee's suggestion is received, acknowledged promptly, recorded, assigned to an investigator.

Investigation

Employee is interviewed by investigator to see if suggestion can be improved. This interview serves also to root out complaints going under the guise of suggestions. Suggestion is then classified and routed to evaluators.

Evaluation

More than one opinion is important. The individual with primary responsibility for the involved operation is consulted. Opinions are sought from technical experts in parallel or related activities.

Decision

Decision committee may consist of management representatives drawn from engineering, production, personnel, sales, accounting. Committee meets periodically to adopt, reject or refer employee suggestions for further study.

Disposition

If approved, investigator is responsible for putting suggestions into effect and following up to determine effectiveness. He recommends appropriate award. If rejected, investigator takes letter of appreciation to employee and explains the rejection personally.

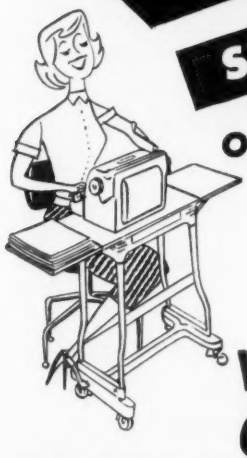
OPERATION QUIET!



SILENT WHILE BEING MOVED

LUXCO
Typewriter & Business Machine Stands

SILENT DURING OPERATION



Why so QUIET?

✓SILENT STEEL TOP *is undercoated.*
✓Retainers, guide bars and feet are cushioned.
✓Casters and feet of soft rubber.

Only LUXCO Stands
Offers so many "No Noise" Guarantees



A Complete Line of Stands, Steel Chairs and Stools and a DeLuxe Personal File.

BADGER inc.
LA CROSSE, WIS.
Export Department, 25 Beaver St., New York 4, N.Y.

(For more information, see last page)

thought starters

Thought Starters deal with "practical solutions to administrative problems." The editor invites contributions—which are paid for at our normal space rates.

SALES

Mobile salesman starts 6,000-mile trek

Manufacturers of large equipment are often at a disadvantage in demonstrating their products to customers and prospects. But one such firm has hit upon an answer to the problem.

A 35-foot long van, containing representative samples of equipment manufactured by the Teletype Corp., is currently visiting some 25 of the firm's California customers. It is expected to return to Chicago headquarters this month after having travelled more than 6,000 miles.

The Telecruiser, which took one year to construct, will then travel south to visit customers in that area. During 1958 it is scheduled to make similar trips to the midwest and through some northern states. Tape perforators, transmitters, readers and printers are among the equipment aboard.

A company engineer is in constant attendance, and all company equipment is in operation for the viewing public.

The vehicle is 8 ft. wide, 11 ft. 6 in. high, and its carpeted interior is 25 ft. long.

PUBLIC RELATIONS

Public's attitude to industry probed

A research grant, to be used for a pilot study in the determination of public attitudes toward industry, has been made to Utica College of Syracuse University by E. Ingraham Co., manufacturer of watches and clocks, of Bristol, Conn.

The study will be carried on in the manufacturer's home city by a 10-man team of seniors majoring in public relations. Utica College was chosen, according to Ingraham's president, Robert Cooper, because it is one of 14 colleges in the country offering bachelor degrees in public relations, and "because of the outstanding success that the

This interior view of Teletype Corp.'s Telecruiser shows how 11 samples of company-made products are displayed during vehicle's California trip.





Reach them wherever they are ... with pagemaster®

The PAGEMASTER *Selective radio paging system* by Stromberg-Carlson allows your key people complete freedom of movement. Yet no matter where they are in your establishment or its environs, you can contact them *instantly, individually*.

Here's how the system works: your key people are equipped with transistorized pocket-size receivers. A small, smartly styled "encoder" is located next to your switchboard, receptionist, or other operating point. A compact transmitter and transmitting antenna are installed in a convenient place elsewhere on your premises.

When you need to reach any of these people who may be away from their desks, the operator sets the encoder dials and flips a switch. It takes just a few seconds. Instantly the receiver of the person you want —and *only* his—responds with a pleasant, but noticeable signal. He simply picks up the nearest telephone and reports. Each page repeats automatically every 20 seconds until the call is answered.

You can have a PAGEMASTER system to meet your specific requirements. The system grows with your organization—receivers can be added without additional installation costs.

"There is nothing finer than a Stromberg-Carlson"

For complete information, contact the PAGEMASTER distributor in your area. Or write to us at 201 Carlson Road.

STROMBERG-CARLSON

A DIVISION OF GENERAL DYNAMICS CORPORATION

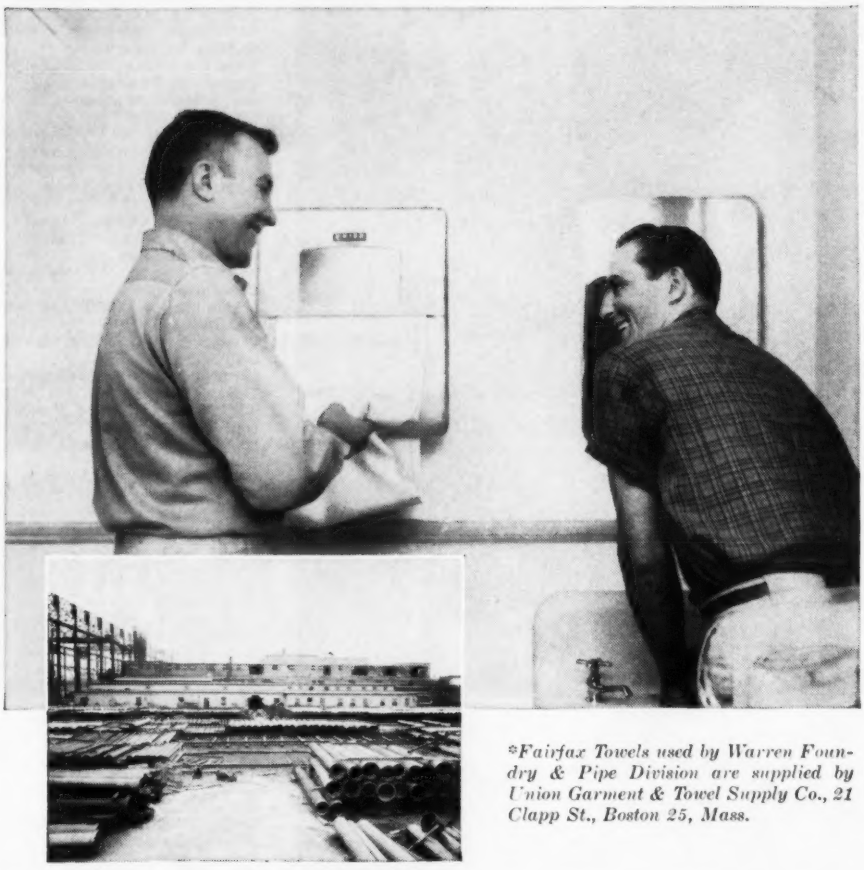
Pagemaster Sales • Rochester 3, N. Y.

(For more information, see last page)

AUTHORIZED DISTRIBUTORS

Atlanta 3, Georgia
The Lanier Co., 151-55 NW Spring
Baltimore 18, Maryland
John A. Morefield, 3120 St. Paul
Birmingham, Alabama
The Lanier Co., 2129 7th Ave. S.
Boston 15, Massachusetts
DeMambro's, 1095 Commonwealth
Buffalo 10, New York
Regal Electronics, 796 Clinton
Camp Hill, Pennsylvania
John A. Morefield Company
Canton 9, Ohio
George F. Ebel, 3017 NW Cleveland
Charlotte, North Carolina
Cmmwlth Assoc., 2934 Cmmwlth
Chattanooga, Tennessee
The Lanier Co., 19 Patten Pkwy.
Chicago 39, Illinois
Boom Electric, 5226 W. Grand
Cincinnati, Ohio
Shaffer Music Co., 1200 Walnut St.
Cleveland, Ohio
J. J. Skinner Co., 25010 Lakeland
Columbus 8, Ohio
Shaffer Music Co., 849 N. High St.
Dallas 31, Texas
Carter Engineering, 6762 Greenville
Dayton 2, Ohio
Copp Radio Labs, 333 W. Monument
Denver 3, Colorado
Empire Radio & TV, 1100 Bwy.
Detroit 7, Michigan
C. A. Nutting, 6353 E. Jefferson
Houston 6, Texas
Audio Center, 1633 Westheimer
Indianapolis, Indiana
Shaffer Music Co., 1327 N. Capitol
Jackson, Mississippi
The Lanier Co., 130 S. President
Jacksonville, Florida
The Lanier Co., 123 W. Beaver
Kansas City 2, Missouri
Engineered Sound & Comm. Co.
18 W. 63rd St.
Knoxville, Tennessee
The Lanier Co., 1800 Grand Ave.
Los Angeles 17, California
Guardian Pacific Co., 6th & Grand
Lubbock, Texas
Commercial Music Service
503 G. Plains Life Bldg.
Memphis, Tennessee
Bluff City Dist. Co., 234 East St.
Miami, Florida
The Lanier Co., 300 NW 12th Ave.
Milwaukee 4, Wisconsin
United Organ Co., 640 W. Va. St.
Minneapolis 3, Minnesota
Stark Radio Supply, 71 S. 12th St.
Nashville, Tennessee
The Lanier Co., 212 6th Ave. S.
Nassau, New York
Hudson Associates
New Orleans 20, Louisiana
E. Emile Rackle, 3855 Airline Hwy.
New York 11, New York
Gross Distributors, 216 W. 14th St.
Oklahoma City, Oklahoma
2-Way Radio, 921 NW 4th
Philadelphia 21, Pennsylvania
J. H. Sparks, Inc., 1618 N. Broad
Portland 5, Oregon
Home Makers Supply, 824 SW 18th
Richmond 6, California
Watson Communication Systems
10533 San Pablo Ave.
Rochester, New York
Rochester Radio Supply, 600 E. Main
Salt Lake City 2, Utah
Standard Supply, 225 E. 6th S.
P. O. Box 1047
Seattle, Washington
Home Makers Supply
312 Maritime Building
Spokane 1, Washington
NW Electronics, N. 102 Monroe St.
St. Louis 13, Missouri
Tesco Telephone Electronic Sound
2612 N. Kings Highway
Syracuse 3, New York
W. G. Brown Sound Equip.
521-527 E. Washington St.
Tampa, Florida
The Lanier Co., 4025 Henderson
Turtle Creek, Pennsylvania
Hahn Radio, 700 Penn Ave.
Waco, Texas
Waco Communications, 1213 Clay
Washington 5, D. C.
Tempo Electronics, 1341 L St., NW
EXPORT: Ad. Auriema, Inc.
85 Broad, New York 4
CANADA:
Hackbusch Electronics
23 Primrose Ave., Toronto, Ont.

Cast iron pipe maker cuts costs 30% with COTTON*



*Fairfax Towels used by Warren Foundry & Pipe Division are supplied by Union Garment & Towel Supply Co., 21 Clapp St., Boston 25, Mass.

• Management of the Warren Foundry & Pipe Division, Shahmoon Industries, Inc., Everett, Mass., has reported a 30% saving on washroom towel costs *and* definite improvement in both maintenance efficiency and employee relations. Their method, at this cast-iron pipe producing plant: providing cotton toweling in the washrooms used by their 370 plant and office workers.

Warren found that washrooms were easier to clean and keep clean. This neatness, together with cotton's softness and comfort, were keenly appreciated by personnel. And management was certainly interested in the decreased fire hazard provided by cotton toweling.

Why not see what cotton can do in *your* plant or building? For free booklet on cotton towel service, write Fairfax, Dept. R-12 65 Worth Street, New York 13, N. Y.



Here's How Linen Supply Works...

You buy nothing! Your linen supply dealer furnishes everything at low service cost—cabinets, pickup and delivery, automatic supply of freshly laundered towels and uniforms. Quantities can be increased or decreased on short notice. Just look up LINEN SUPPLY or TOWEL SUPPLY in your classified telephone book.

Clean Cotton Towels . . .

Sure Sign of Good Management

Fairfax·Towels

WEST POINT TEXTILES

WELLINGTON SEARS COMPANY, 65 WORTH STREET, NEW YORK 13, N. Y.

WEST POINT MANUFACTURING CO

(For more information, see last page)

upstate college has had in related projects . . ."

The grant, the firm reports, was made available as a public service to Bristol, with cooperation from the city's Chamber of Commerce.

TRAINING

Training program slidefilm available

A sound and color slidefilm, *Your Attitude Is Showing*, is part of a new training program package distributed by United World Films.

The pictures demonstrate how attitudes are observed by individuals and how "a real pioneering effort to be constantly positive pays off in business . . ."

The balance of the motivation program kit includes a meeting leader's guide, a set of attitude cards and a supervisor's follow-up guide.

For more information, circle number 646 on the Reader Service Card.

NEW LITERATURE

Some tips about chart presentations

Many photographs and graphic charts illustrate the points made by Jean De Jen, president of Oravisual Co., in his firm's booklet, "The why and how of making a chart presentation."

How to attract and hold the attention of your audience, how to create impressions with a graph and what equipment to use are some of the topics discussed.

For a free copy, circle number 647 on the Reader Service Card.

Booklet analyzes maintenance costs

Information aimed at reducing labor costs, improving work quality, leveling workloads and eliminating unnecessary work in connection with cleaning and maintenance is available in a new booklet issued by Advance Floor Machine Co.

The brochure discusses what the company calls "measured work techniques" for analyzing how savings can be effected in the total cleaning bill of some $2.5 billion

Saves $7 per thousand mailings

. . . reports one user



The new Pitney-Bowes "3100" Mail Inserting Machine can gather, nest, and insert in envelopes up to four enclosures of varied size and weight . . . and close, seal, count and stack up to 6,000 envelopes an hour. With as much capacity as eight workers stuffing by hand, the "3100" is a tremendous timesaver—reduced one user's time costs by $7.00 per thousand. This wonderfully efficient machine makes inserting a minor operation . . . saves diverting people from their regular jobs and upsetting office procedures, or running up overtime. The "3100" permits prompter mailing, better scheduled mailings, wider use of the mails to promote your product or service. An optional postage meter machine provides preferred metered mail postage—or alternative postage. Even with only occasional use, it can save more than its cost. Ask the nearest PB office for details. Or write for free illustrated booklet and case studies.

ADVANTAGES

- **Speed** – *capacity up to 6,000 an hour. Available in 1-to-4 station models.*
- **Accuracy** – *automatic detection of errors before envelopes are filled.*
- **Simplicity of setting** – *can be adjusted to any job in minutes, without special tools or skills.*
- **Feeding** – *is positive friction type, handles wide variety of material from invoices to tabulating cards.*
- **Ease of operation** – *all controls handy on one side of the machine.*
- **Versatility** – *handles widest range of envelope sizes – from 6 by 3¼ inches up to 12 by 6 inches; even nests enclosures inside one another while inserting.*
- **Compact design** – *with straight-line, self-centering feed; all moving parts enclosed.*
- **Preferred metered postage** *(1st or 3rd class) is provided by an optional hookup with a PB postage meter.*
- **Backed by** *Pitney-Bowes service from 107 branches, coast to coast, in U.S. and Canada.*

PITNEY-BOWES
Mail Inserting Machine

Made by the originator of the postage meter . . . leading manufacturer of mailing machines. 107 branch offices with service coast to coast in the U.S. and Canada.



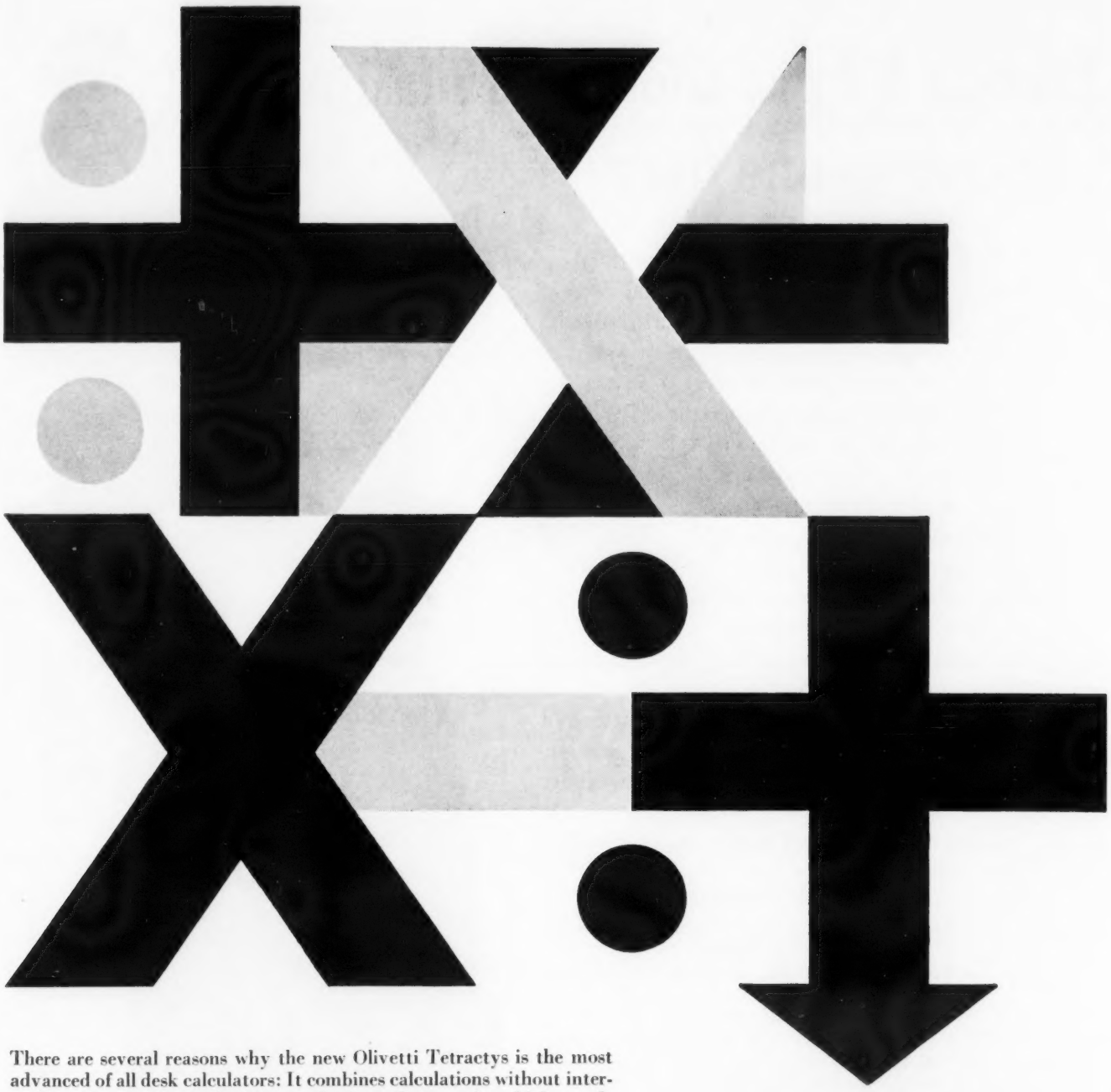
PITNEY-BOWES, INC.
4554 Crosby Street,
Stamford, Conn.

Send illustrated booklet on the "3100" Mail Inserting Machine, and case studies.

Name_____

Address_____

(For more information, see last page)



There are several reasons why the new Olivetti Tetractys is the most advanced of all desk calculators: It combines calculations without intermediate figure re-entry. It processes business figurework at high speeds formerly associated only with non-printing calculators, and completes all calculations by printing results on tape. It has an automatic constant and a memory. It has two registers for automatic accumulation. It has a single, simple 10-key keyboard. Olivetti Corporation of America, 580 Fifth Avenue, New York 36, New York.

olivetti



(For more information, see last page)

expected to be spent by the nation's industries this year.

Information is set forth on methods of determining cleaning costs, establishing job time requirements, determining proper workloads, conducting a basic time study, selecting proper equipment, etc.

For a free copy, circle number 648 on the Reader Service Card.

Articles on microfilm applications reprinted

A series of 20 reprints of articles concerning uses of microfilm has been prepared by the Filmsort Division of the Dexter Folder Co. Reprinted from technical journals and business magazines, the articles are case histories of control, filing and reproduction of microfilmed drawings and records.

For a free copy, circle number 649 on the Reader Service Card.

"How abco sold the prabble"

The over-all concept of integrated marketing, merchandising and advertising activities is told in the whimsically titled "How abco sold the prabble," a booklet created by a New York advertising agency.

The publication explains how packaging, pricing and product identification fit into the total picture and is specifically designed with the needs of the small business man in mind.

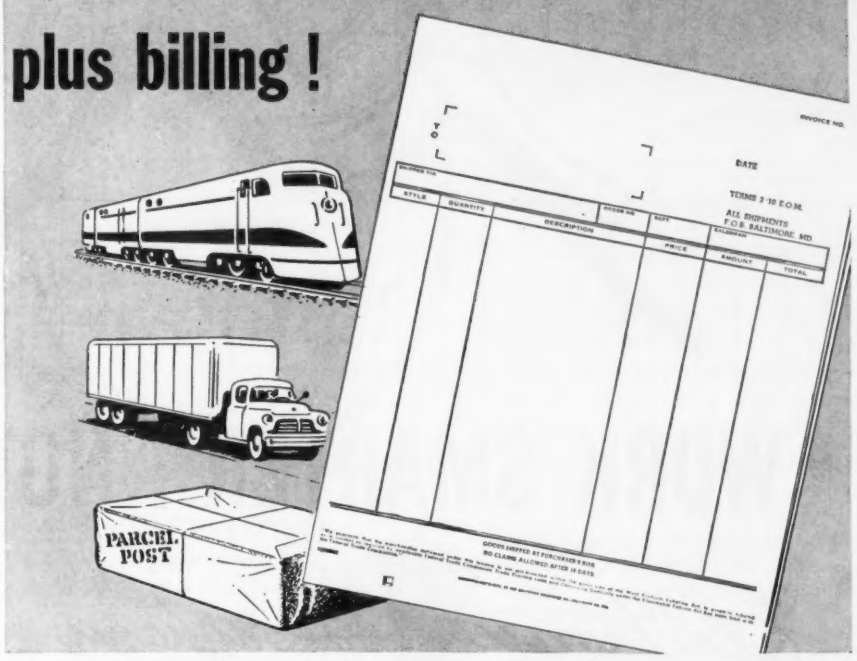
For a free copy, circle number 650 on the Reader Service Card.

Seven case studies in materials handling

How various manufacturers solved production, storage and shipping problems with modern materials handling equipment is revealed in a series of seven case studies issued by Lewis-Shepard Products. Each case history is illustrated with photos taken at the plants under discussion. In addition to special industrial truck attachments, the studies show how hand lift trucks, electric fork lifts and electric "walkie" trucks were employed.

For a free copy, circle number 651 on the Reader Service Card.

1 Form handles rail, truck, express, parcel post shipping... plus billing!



Regardless of how you ship . . . whether by rail and truck exclusively or by parcel post or express, or by a combination of these . . . this *one* Baltimore Business Form does the complete job better, faster, easier. Invoices, labels, packing slips, accounting copies and combination express-bills of lading leaves all typed together on this amazing job-tested form.

Save Money! You can realize immediate cash savings through clerical time and errors reduced by this simple form.

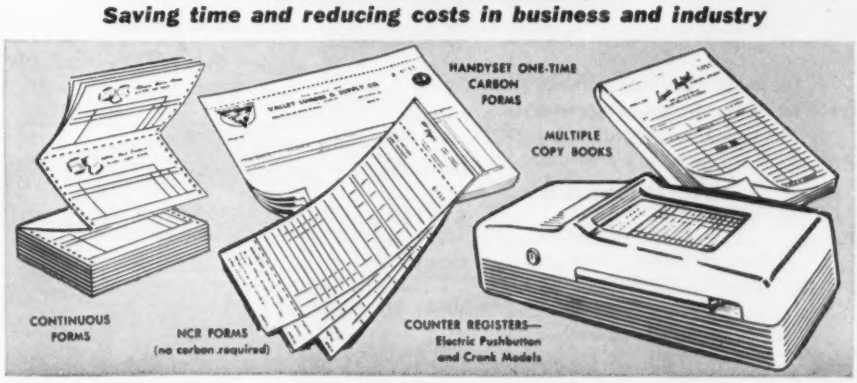
Save Money! Your firm can realize immediate cash savings. This simple form reduces typing time and helps eliminate costly clerical errors. You owe it to yourself and your company to investigate this quick, easy way to help streamline and cut costs in your billing and shipping operation.

Free Samples and Recommendations! At Baltimore Business Forms every representative is an experienced *system planner*, capable of solving any business form problem. For your free samples call your Baltimore Business Forms representative listed in the Yellow Pages, or write direct to: THE BALTIMORE BUSINESS FORMS CO., Dept. A, 3142 Frederick Ave., Baltimore 29, Maryland.

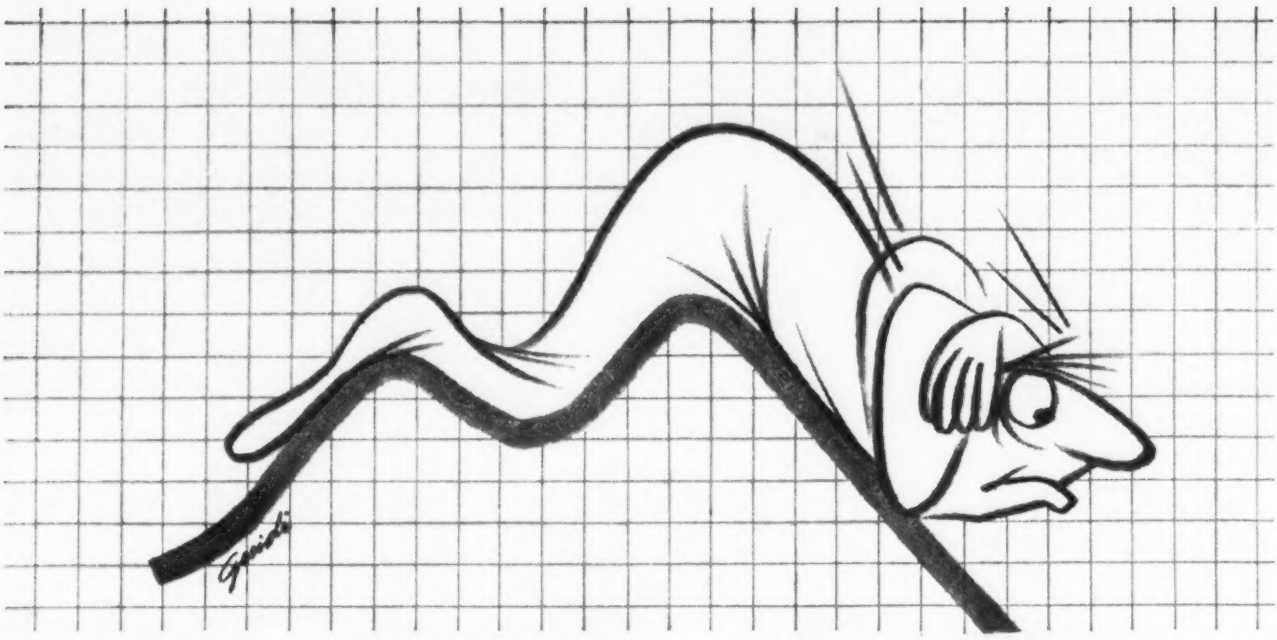
The Baltimore Business Forms Company

(THE BALTIMORE SALESBOOK COMPANY)

Saving time and reducing costs in business and industry



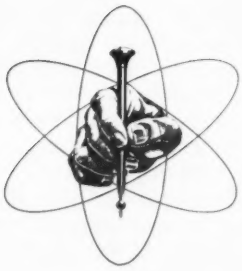
(For more information, see last page)



WORK SMARTER...NOT HARDER!

Electronic Longhand WRITES "THE END" TO PROFIT SLUMPS...





...by eliminating costly, outmoded methods and systems that weigh operations down, put a drag on efficiency. Electronic Longhand helps you chart your own course to new profit highs because it transmits your orders, messages and data *instantly... accurately... in permanent handwriting... simultaneously* to everyone concerned. Already, in all sorts and sizes of organizations, Electronic Longhand has perked up methods to new peaks — speeding work flow... eliminating errors... cutting expense. Like to see how Electronic Longhand can help *you* work smarter, not harder? Just fill in the coupon and mail it today...

TelAutograph* telescriber systems of Electronic Longhand are manufactured by

TelAutograph
CORPORATION
8700 Bellanca Avenue, Los Angeles 45, California

©57 TelAutograph Corp.
*Trademark Reg. U.S. Pat. Off.

Yes Sir! I want to WORK SMARTER, NOT HARDER. Mail literature on *Electronic Longhand*

NAME _____ POSITION _____

COMPANY _____

STREET _____ CITY _____

COUNTY _____ STATE _____

TYPE OF BUSINESS _____

TELAUTOGRAPH CORPORATION • 8700 Bellanca Ave., Los Angeles 45, California Dept. B-12

(For more information, see last page)

consensus

ELECTRONIC BRIEFS WORTH REPEATING

$10,000 computer bows

With the advent of the Monrobot IX, the Monroe Calculating Machine Co. has brought an electronic computer financially within the reach of even small business firms.

Selling for $10,000, the Monrobot IX can be programmed to meet the requirements of any billing application. The desk-size computer turns out invoices which can be immediately mailed to customers.



The Monrobot IX in operation at the National Business Show.

It makes complete extensions and computations electronically and in thousandths of a second. Fractions can be extended without the use of decimal equivalents. Multiple discounts, tax percentages and freight costs are electronically figured; invoices may be electronically dated and consecutively numbered.

Information is fed to the machine on an electric typewriter with a conventional keyboard (*see cut*). The "brains" of the machine are housed in a compact, smartly styled desk.

Not only can invoice totals be summarized for daily, weekly or monthly periods, but discounts, taxes, freight charges and item counts can be remembered and





PITNEY-BOWES
MAILOPENER
PITNEY-BOWES, INC.
4567 Walnut Street, Stamford, Conn.
... originator of the postage meter ...
offices in 107 cities in U.S. and Canada

• Incoming mail gets opened and distributed sooner if a PB MailOpener does the job. It's fast, safe ... beats any finger-tearing or dagger-slitting... saves precious minutes each day for everyone in the office!

• A MailOpener easily trims a hair-line edge off any kind of envelope... any size, thickness or stock ... opens a whole morning's mail in a jiffy.

• **Free Trial:** Ask your nearest Pitney-Bowes office to demonstrate any of the three MailOpeners, hand or electric, in your own office on your own incoming mail. No obligation. Phone today, or write for our free illustrated booklet.

FREE: *Send for handy desk or wall chart of latest Postal Rates, with parcel post map and zone finder.*

(For more information, see last page)

SPACEFINDERS PAY FOR THEMSELVES

SAVE TIME
Clerks file faster with Spacefinders, save initial cost yearly. These proven savings result from unmatched visibility and accessibility.

SAVE SPACE
Each Spacefinder gives you 204 visible, accessible, filing inches —holds a stack of papers 17 feet high!

SAVE MONEY
Handsome Spacefinders cost less because fewer units do the job. You save rent, filing more in less space.

DO A BETTER JOB
Because Spacefinders provide the speed, convenience and economy of shelf files with dust, dirt, fire protection of drawer files.



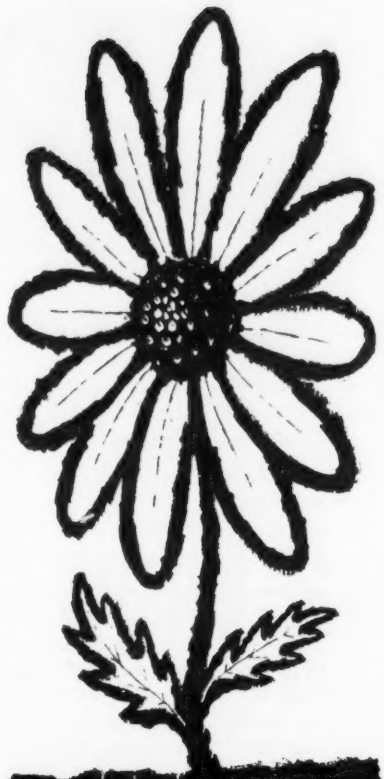
MAIL COUPON TODAY

TAB
PRODUCTS CO.

TAB PRODUCTS CO.
995 Market St., San Francisco 3
At no obligation, please send Spacefinder brochure

NAME_____
POSITION_____
FIRM_____
ADDRESS_____
CITY_____ ZONE____ STATE_____

(For more information, see last page)



daisies don't tell

BUT YOUR BUSINESS LETTERS DO!

Messy erasures and strike-overs make any letter look bad . . . retyping is inefficient and costly. That's why so many businesses today use Millers Falls EZERASE—the bond and onion skin papers that erase perfectly with a common pencil eraser.
Insist on EZERASE for all your important paper work.

MILLERS FALLS EZERASE BOND AND ONION SKIN

Better papers are made with cotton fiber

MILLERS FALLS PAPER CO. • MILLERS FALLS, MASS.

(For more information, see last page)

produced when desired by the computer. A high capacity magnetic drum memory permits these accumulations in 14 registers of 18 digits each.

For more information, circle number 642 on the Reader Service Card.

Machine reads numbers

A device that actually reads legible perforated numbers and translates them into any form of "machine language" is the latest step in automated accounting procedures for businesses. It serves as input for computer systems, tape-to-card punch machines, transceivers and electronically actuated printers, listers and calculators.

The machine, called the Perf-O-Reader, is made by Cummins-Chicago Corp. It is said to handle inventory tickets, installment payment coupons, insurance premium advices, case work tickets and other routine coded documents. In accounting methods, the manufacturer calls it a "missing link": the automatic device for transmission of data from all perforated documents to electronic data processing equipment.

Perforated characters permit visual as well as mechanical reading of coded information. This eliminates the need for a separate operation of interpreting each source document. Perforated characters are actually a five-channel tape in two dimensions instead of one.

The Perf-O-Reader can be adjusted for documents of different sizes and thicknesses. A master control panel permits programming as many digits as desired. "Irregular" information can be keyed in by programming the machine to stop at any desired point in the reading.

For more information, circle number 640 on the Reader Service Card.

Lab ends mystery of IDP

A new laboratory and demonstration center has been created in Chicago to show the

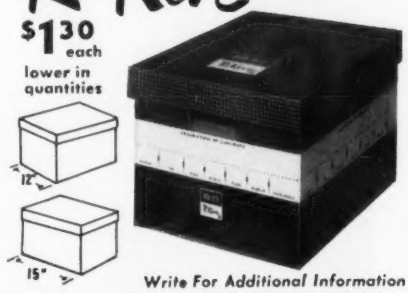


Is FILING your PROBLEM?

Then get the new R-Kive File—lightweight, portable, with many uses in office and home. Either letter or legal size folders fit in this one file. Strong, corrugated fibre board with handy "tote" openings front, side and rear for easy handling. Read-at-a-glance index area. Attractive, fade-proof finish.

R-Kive FILE

$1.30 each lower in quantities



Write For Additional Information

BANKERS BOX CO. Dept. MM-12
2607 North 25th Ave. • Franklin Park, Ill.
(For more information, see last page)



in they go for SAFE TRAVEL

Built-In POCKET
carries I.D.P. Tape as part of your
LITHOSTRIP or LITHOSET POCKET FORM

Smart? You bet! *Simple?* Take a look! Perfect transportation keeps your important I.D.P. tape safe and permanently identified in the "mother form" unit.

PREVENT *lost, mis-filed or damaged tapes.*

SAVE *costly filing and finding time.*

We'll make the pocket fit I.D.P. TAPE or PUNCHED CARDS . . . on the back of *any* copy in your Continuous or Unit Form sets.

FREE POCKET FORM SAMPLES ON REQUEST.

We engineer many types of office forms. CONSULT US.

AMERICAN Lithofold Corporation
SUD KITNER ST. ST. LOUIS 15, MO.

(For more information, see last page)

businessman what integrated data processing is and exactly how he can use it.

This Machine Systems Center, recently completed by UARCO Inc., business forms manufacturer, contains many competitive makes of business machines so that problems can be approached from all angles.

Research and demonstration is conducted on a start-to-finish basis, including set-up and operation of machines, design of forms, flow of work, filing requirements, and all other details.

According to UARCO, the center meets the need for one facility where all the elements of an integrated data processing system can be considered together.

The basic approach is to test various combinations of equipment at the same time that forms are being designed.

Equipment in the laboratory includes typewriter tape punches, typewriter card punches, a tape-to-card reader, a sending-receiving teleprinter, a teleprinter tape re-perforator and a teleprinter transmitter-distributor.

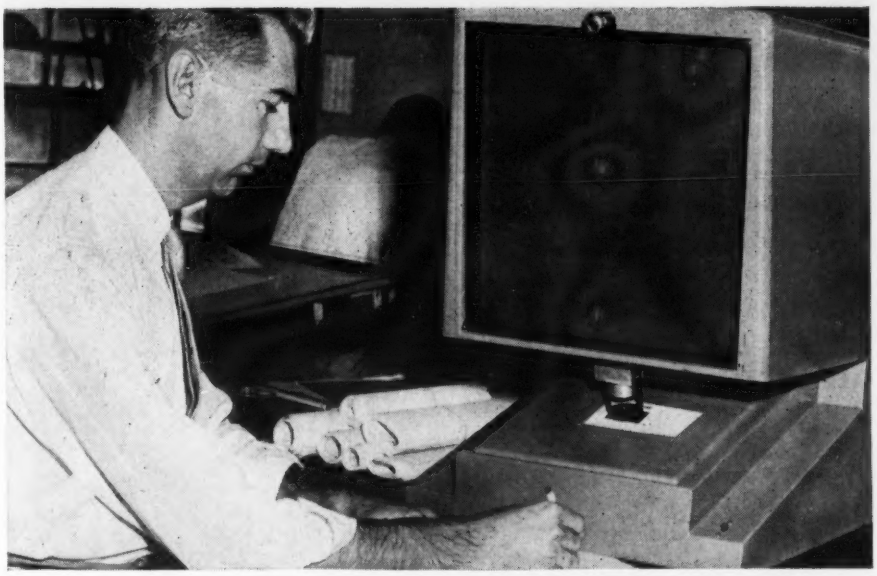
This array of document writing equipment is supplemented by tabulators, card sorters and other processing equipment which is in an adjoining room and used by UARCO's own machine accounting department. A team of seven systems planning experts mans the center.

For more information, circle number 641 on the Reader Service Card.

Translator now available

A computer language translator, developed by the Electronic Engineering Co. of California, now makes it possible to translate data from the format of one computer to a format compatible with a different make of computer.

The manufacturer points out that, although it does insert one more piece of equipment into a data processing installation, the translator increases operational flexibility in cases where more than one type of computer is involved.



This is the new Filmsort Examiner, a complete microfilm viewer and enlarger-printer — for use on the executive's desk, in the office and the engineering department.

Filmsort Now Distributed In U. S., Canada and Abroad

Microfilm viewing, automatic mounting, microfilm-on-card duplicating and reproduction equipment, supplies and accessories are now available throughout the United States.

The American distributors are:

Ozalid Division of General Analine and Film Corp.
Recordak Corporation
Remington Rand Division of Sperry-Rand Corp.
In the U. S. by the above (see your telephone directory for nearest office); by the following members of Microdealers, Inc., and others:

Biel's Photocopy & Microfilm Service
Buffalo 3, New York
Dakota Microfilm Service, Inc.
St. Paul 3, Minn.; Denver 15, Colo; Omaha, Neb.
Dakota Southern Microfilm Service, Inc.
Miami, Fla.
Graphic Microfilm Corporation
New York 6, New York
Graphic Microfilm Corp. of Washington
Washington 6, D. C.
Graphic Microfilm of N. E., Inc.
Hartford 14, Conn.
Waltham 54, Mass.
Microfilm Business Systems Co.
Los Angeles 46, Calif.
Microfilm Corporation
Cleveland 14, Ohio
Southern Microfilm Corporation
Houstan 6, Texas; Dallas, Texas, New Orleans 19, La.
Watland, Inc.
Chicago 40, Ill.
Des Moines, Iowa
Western Microfilm Company
San Francisco 11, California

Canadian Distributors
Kodak, Ltd. of Canada
Remington Rand, Ltd. of Canada
Riley Reproductions, Ltd.

Export Distribution
Eastman Kodak International Division
Rochester, New York
Remington Rand International Division
New York 10, New York

ENGINEERING, PRODUCTION DATA ACCESSIBILITY

Here are case history reports of vital concern to all faced with problems of engineering and production data accessibility . . . . as told in leading business and technical periodicals.

A leading machine tool manufacturer saves the time of its engineers and clerical staff with a microfilm-on-cards system of control over drawings.

☐ **Ask for Reprint #231**

Production orders and spec sheets grouped in film strips by a famed New England instrument maker . . . . for better control, easy accessibility, fast reproduction.

☐ **Reprint #232**

☐ **"Stop Playing Hide-and-Seek With Engineering Drawings" (By Bell Lab manufacturing information engineer)—. #202**

☐ **"How Otis Increased Control and Reduced Costs" (#211)**

Reprints also available on "Setting Up A Research Library" . . . . "Handling Personnel Records" . . . . and other utilizations of the Filmsort system. Your request for these reprints, from national technical and business periodicals, will receive prompt attention . . . . They will be sent without charge.

FILMSORT®

FILMSORT DIVISION
DEXTER FOLDER COMPANY
A Division of Miehle-Goss-Dexter, Inc.
Pearl River, New York

(For more information, see last page)

paper work management

How management got 30% better cash flow with a one-write paperwork system

As sales volume went up, this firm ran into trouble. Reasons: its paper system could not stand the pressure. Business was lost, customer relations strained. Here's how a new system solved this problem—and increased cash flow as well.

Sales growth, pleasant as it is, almost always brings trouble. As the workload increases, problems that before were merely bothersome now become painful, even critical. Small inefficiencies become major malfunctions.

This was the situation that L. & C. Mayers Co. faced five years ago. This company, importers and distributors of fine giftwares and prizes, stocks well over 10,000 items on its shelves. Sales are made primarily by catalog mail order. The merchandise ranges from fine diamonds to heavy furniture; from women's hosiery to toys.

Over the years our sales had mounted steadily. As our business indicators climbed, we watched familiar problems of inventory control, sales, purchasing, billing and shipping slowly swell to unmanageable magnitude. The old compromises we had made with these problems became less and less workable. It seemed increasingly necessary to set up an entirely new management and clerical system.

That is exactly what we did. We outlined our needs to the consulting systems specialists of a business machine manufacturer. These systems men studied our problem, then designed a new system for us built around a calculator, two accounting machines and a bank of card punches. Today, many of the problems that once threatened to get out of control have either disappeared or are reduced to easily manageable proportions.

Our business is highly seasonal; some 40% of our sales are made in the last quarter of the year, the Christmas buying season. This meant that we had to hire big numbers of temporary clerical, packing and other workers during the last quarter—roughly two temporary workers for every permanent one.

During the Christmas rush, we found it hard to keep our invoicing anywhere near current. At times, we were billing customers as much as three weeks after shipments. This was especially harassing because in the Christmas season, more than any other, we were in need of ready money to keep our inventories at a reasonable level in relation to demand. The lag in invoicing kept our money supply many hundreds of thousands of dollars short.

Deliveries impeded

Another of our difficulties was that, while our customers expected immediate delivery, we found it harder and harder to give this to them. And the bigger the order, the slower was our service.

There was still another unfortunate consequence of growth: we were losing our ability to perform timely analyses of sales, inventories, customers, and other important things. This left us with the uncomfortable feeling that things were happening in and around the company that we did not know about, or could only guess at.

Our new mechanized system was installed in 1952. As an example of the way it handles our work, consider what happens when a customer order comes in. First, unless the customer is a new one, we go to a tub file and pull out an account card containing customer

By
Lawrence S. Mayers Jr.
President
L. & C. Mayers Co., New York City



information. This card tells us immediately if there are any peculiarities to be kept in mind in processing the order. For example, the customer might be irregular in his payments, or he might have unusual delivery requirements.

Next, the order goes to our card punch section to be basically transcribed onto a card. Next, the card begins its run through the machines. It is matched up against a master inventory file. If some of the items ordered are not in stock and must be back-ordered, the machine punches this information on the card. Those items that are in stock are automatically subtracted from inventory. At the same time, the prices of the items, federal and state taxes, if any, and all other data needed for billing are calculated and entered on the card.

Card produces form

This card is then used for automatic production of a multi-copy form that contains the customer's invoice, a duplicate invoice, instructions and labels for our shipping departments, a ledger card for use in open-end billing, and an acknowledgment to the customer in case items have had to be back-ordered. This single form, produced by the machine at a rate of 500 an hour, takes the place of five or six separate forms that we had to use in our former manual operation.

We are no longer three weeks behind in our invoicing; during the past year no invoice has followed a shipment by longer than one day.

We put customers' orders through the machine in runs of several hundred. At the end of each run, we know four things: 1) the exact status of our inventory, 2) the items on order, 3) the items back-ordered and 4) our sales of each item. We also learn total sales for the year to date.

With this information in hand, it is easy for us to provide—again by machine—frequent up-to-date stock reports for our buyers.

Our shipping operations are similarly aided by this new mechanization. As a result of this streamlining, a large order uses up only a little more time in the warehouse than a small one. Since the machines carry out the clerical proces-



Photo courtesy IBM Corp.

Is your Annual Report making sales for you?

When top management makes the decisions . . .
. . . there are no further okays necessary!

MANAGEMENT METHODS is the "idea book" for administrative executives . . . motivating management decisions in companies that do the major share of all business in the U. S. today. M/M reaches 50,000 top administrative executives in four out of five companies employing over 100 people!

That's why more and more advertisers are finding they get more *sales action* for their advertising dollars in MANAGEMENT METHODS. In November, for the second straight month, for example, M/M's advertising dollar volume reached an all-time high. Why not ask an M/M representative how M/M can give you greater advertising results at lower cost?



Your annual report can be a whale of a money-maker for your firm. In Management Methods for January you'll read how your annual report can sell new clients, open new markets and build employee morale! And, why in today's mass economy, the annual report is one of your most effective sales tools!

Other features scheduled for '58:

—a business barometer for today—
Think of your present products as mere stepping stones to better ones tomorrow. Here's how to recruit better products.

—a scientific method to plot your warehouse location—
Tells you how near your distribution center is to its "ideal" location in terms of size and distance of shipments.

—avoiding a boomerang in your supervisory training program—
Results of an Ohio State University study point up pitfalls to look out for in your own training program.

—the selling importance of good design—
Does your product have it? Here are case histories and a check-list to test your product's design qualities.

Plus *a test to tell if your top executives are using company "brains"—tips on how to keep your clerical workers happier—others in the series of M/M's dynamic profile studies of business leaders—an exclusive article on Jamaica, B.W.I. and the advantages of locating in the sterling area*

These are just some of the many practical features you'll want to read in forthcoming issues of MANAGEMENT METHODS. They're typical of the kind of useful information that's attracting top management attention—and readership—for every issue!

MANAGEMENT METHODS

the "how to" magazine for administrative management

sing of all orders—big and small—at the same speed, we are no longer in the embarrassing position of giving our best customers the slowest services.

Still another of our old problems, that of seasonality, has been cut down to manageable size. One of the major attractions of data processing machines is their flexibility. You can run a machine all day and night if your workload demands it. If even that is not enough, it is a relatively simple matter to install extra machines temporarily. This has greatly diminished our need to find and train temporary Christmas season workers. The machines have also cut down the confusion that prevailed in past Christmas seasons, in addition to improving our cash flow during these peak periods by about 30%.

Lost sales curtailed

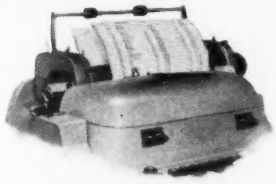
Before installing them, we had found it impossible to provide for back-ordering during the peak period. If an item on a customer's order was not in stock, all we could do was ask the customer to wait a week or two and order the item again. We estimate that at least 50% of such items were not reordered by our customers. Now these lost sales have been found again. The machines allow for painless back-ordering even at the height of the Christmas frenzy.

One thing we did not realize when we first began working with this equipment was the degree to which it would help us make fine studies of our sales, customers, catalogs and other aspects of the company's business. The machines have opened up a whole new era of management thinking for L. & C. Mayers.

For example, we can divide and subdivide customers in as many categories as we choose—by a simple machine sorting of cards—for whatever kind of analysis we wish to make. We can periodically study the relative impacts of pages in our catalog. We can make a continuing study of packages returned to us.

The possibilities for analysis opened up by the machines and the system seem limitless. We'll be experimenting for years with new and improved analysis. m/m

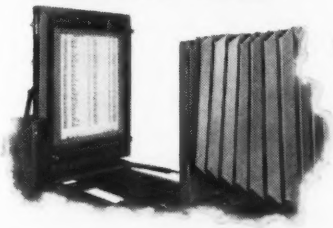




TYPE WHOLE PAGES AT ONE TIME



REPRODUCES PERFECTLY



● **VISIBLE MARGINS**
ONE, TWO OR MORE LINES HELD FIRMLY IN PLACE
Provides multiple Visible Records . . . locked in place . . . yet easily changed. Multiliner is the ideal, practical way to maintain one-line or few-line records in compact visible form, always ready for reproduction.

● **EASY TO ADD OR DELETE**
Multiliner can be changed quickly. No need to retype entire list just to change, add or remove a record. The individual record is flexed out and the new one inserted, regardless of position in the sheet. Records always in proper sequence.

● **TYPE WHOLE PAGE OR ONE CARD AT A TIME AS NEEDED**
Multiliner sheets roll into the typewriter as easily as a sheet of paper. Can be typed in sheets or individually. Unique design keeps records locked in proper position.

● **REPRODUCES PERFECTLY**
Multiliner lies flat with little more thickness than a sheet of paper. You get positive contact, clear sharp reproduction in duplicating machines, either flat or rotary type.

Ask the man from Acme to show you samples

ACME VISIBLE RECORDS, INC. CROZET, VIRGINIA

C-1257

☐ Send us more information on MULTILINER

☐ We are interested in Acme Visible equipment for _____ records.
kind of record

Company _____ Attention _____

Address _____

City _____ Zone ____ State _____

(For more information, see last page)

where they

the offices



THE MAN

James L. Allen
Senior Partner

THE COMPANY

Booz, Allen & Hamilton
Management Consultants

THE DESIGNER

Harper Richards Associates
Chicago



Whether James L. Allen is working at his firm's home office in Chicago or at its New York office, he always feels right at home. His designer, Harper Richards Associates, has fashioned exactly duplicate offices for Mr. Allen in both cities.

His firm's Chicago headquarters serves as a focal point for a network of nine regional offices extending across the United States, and coordinates the activities of a large staff of consultants, dispersed throughout this country, Europe, South America and the Far East.

The slide-rule, stop-watch urgency of the daily flow of decisions characteristic of a management consulting organization is softened by a calm library-type atmosphere. This casual feeling of the office is carried out with the use of a desk-table and an informal grouping of fruitwood furniture. A soft blue-grey monotone provides a restful color scheme. Scotch linen print drapes are subtly tied in with a hand-woven specially dyed linen fabric by Madge Friedman that is used on all the upholstered pieces. The walls of the room are painted to match this color exactly.

Spot-lights are installed in the ceiling for correct reading light where required. Additional lamps in the office give an all-over soft room light. These lamps, by Dinkenspiel and Stiffel, have shades that repeat the blue-grey of the walls. Carpeting of this same color is nylon by Nye-Waite.

The work area around Mr. Allen's desk table lacks none of the appurtenances of modern business, but they do not intrude. The back fruitwood cabinet is specially designed to hold pending correspondence and other work papers. Mr. Allen's telephone is equipped with a conference microphone for group communication sessions between offices of the firm. Back of his table, on each side, are bookcases and directly to the rear, louvered blinds cover a window and soften the western exposure of the office.

At the far end of the room, grouped around a high coffee table, is the conference area, which allows for comfort and ease of conversation. The

work

of successful men





One end of Mr. Allen's office is set up as a comfortable conference area with a convenient telephone housed in an end table.

accessories and pictures in the room are Chinese, which is Mr. Allen's own personal art preference. The oil paintings by Pushman, in particular, give serenity and depth to the room.

The end table in this section of the room conceals an additional telephone, for convenience. The couch, although correctly traditional, has been lengthened by the manufacturer, Baker Furniture Co., to achieve correct scale.

The reception area at the entrance of the firm's Chicago headquarters features a distinct separation of the actual guest waiting room from the entrance hall. The waiting lounge, however, is easily observed by the receptionist through an open window in the wall behind her. To maintain the atmosphere of quiet and traditional elegance that characterizes the rest of the firm's offices, a mural paper, called "Fontainebleau," with a soft monotone of greens and sand beige and a nice feeling of perspective and depth, was chosen for the lounge. The Chippendale furniture is covered in green leather and the carpet also is a deep green. m/m

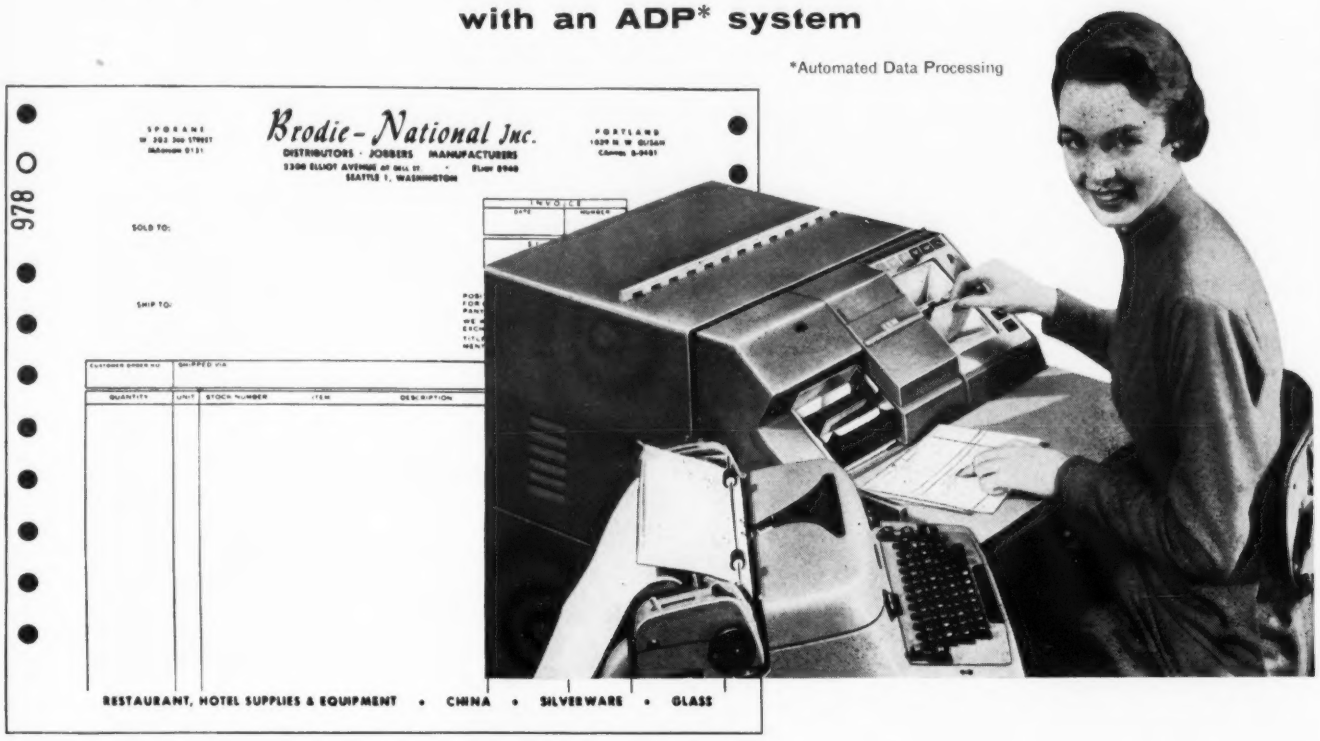


Entrance hall and guest waiting room are separate areas, but receptionist can observe both rooms.

HERE'S HOW...

Brodie-National controls inventory—eliminates back order problems with an ADP* system

*Automated Data Processing



Stocking 10,000 items and averaging 5000 invoices a month, Brodie-National found its manual system of invoicing and inventory control too costly and inefficient: back orders were mounting, extending and totaling were time-consuming and subject to error, and no measure of a salesman's performance or profit by item was economically feasible. Automated Data Processing brought speedy, accurate invoicing, an instantly available inventory check, and automatic production of all necessary sales and inventory information.

Orders now go directly to the warehouse, a copy to billing department for invoicing. The invoice, a 3-part Moore continuous form, is prepared on an IBM Cardatype 858: the customer's name and address and item description and unit price are all taken from previously prepared punched cards; quantity and price added by the operator. A new item inventory card is automatically produced, showing the new total in stock. The old card is saved. The cards are taken monthly to an IBM Service Bureau, and, in a few hours, give: sales by salesmen, profit margin, department sales, item sales inventory cost, inactive items. This information, plus interim checks of the punched cards, lets Brodie-National keep an adequate inventory without overstocking.

The Moore man, using Moore facilities, helped with scientific design and construction of forms used in the system.



If you would like to read the details of this system in this booklet, write on your Company letterhead to the Moore office nearest you.

78TH ANNIVERSARY MOORE

MOORE BUSINESS FORMS Inc

NIAGARA FALLS, N.Y. · DENTON, TEX. · EMERYVILLE, CALIF.

Since 1882 the world's largest manufacturer of business forms and systems. Over 300 offices and factories across U.S., Canada, Mexico, Caribbean and Central America.

(For more information, see last page)

Contrary to the standard cliche, you buy more than people when you hire an ad agency. Here are specific check points that will help you determine which agency is best suited to serve your company's needs.

How to choose an advertising agency

By C. J. Coward

Marketing consultant in customer communication and motivation marketing services
General Electric Co., New York

This article originally appeared in Torch, *official publication of the Milwaukee Advertising Club, and is reprinted by permission.*

Why do we advertisers spend millions researching products and markets, and nary a cent on researching a prospective agency?

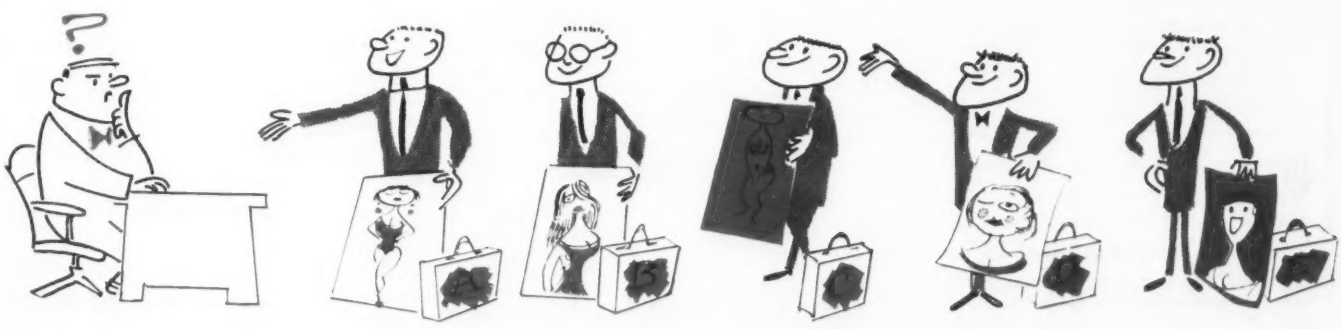
All too often even the most astute among us turns over every stone in the field attempting to gain every shred of information about our products, markets, media—and the like—while at the same time we are content to know *only the barest essentials* about agencies that tell us where and how to spend our greatly increasing advertising dollars.

I suspect that this situation exists because we tend to think of agency selection as a purely personal process. And, we have fallen into this trap because of the old saw, and the old-saw strummer, that keeps playing the tune of: quote—when you take on this agency, you're really only buying the *people* in it—unquote.

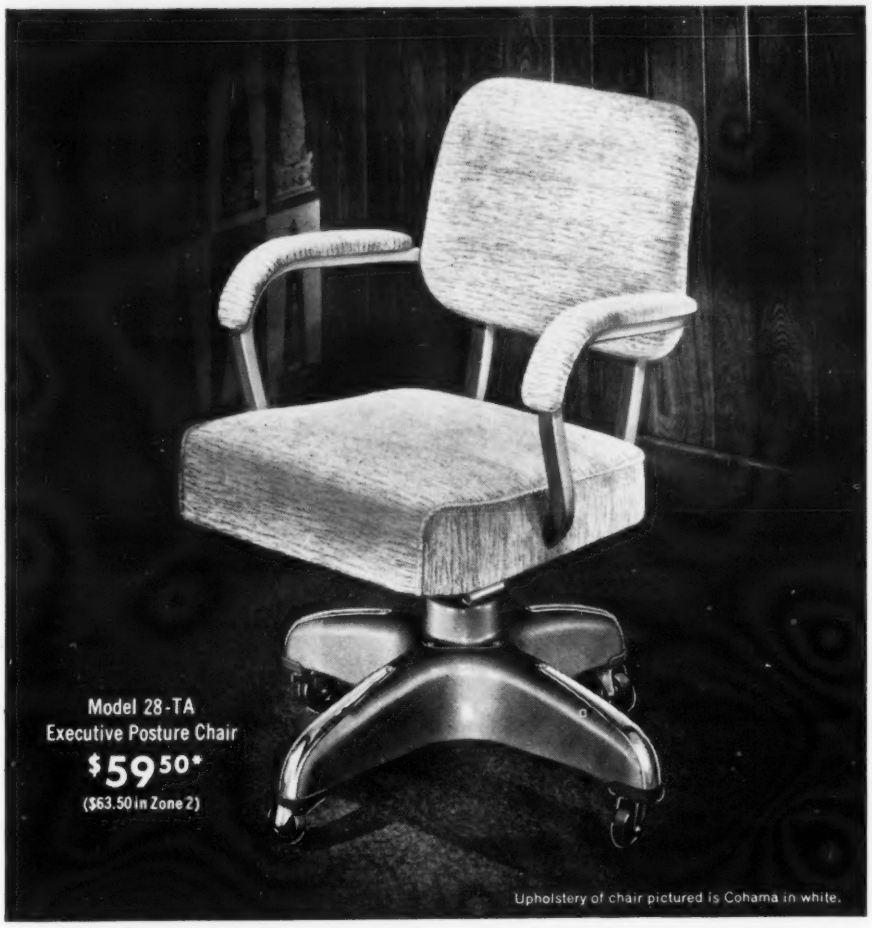
I object!

It appears to me that that statement ought to be ruled out of the next edition of the Book on Advertising Cliches.

I'm sneaking up via a not-too-devious route, to the fact that we in General Electric feel that perhaps this whole subject of agency selection has a little more logic and



New...by Cosco! An imposing chair...enormously comfortable!



COSCO® "Office fashioned" Chairs

● Here's fit seating for a man of standing! The showpiece of Cosco's new "Director" Series . . . more generously proportioned, more luxuriously cushioned, styled in smart square tubing. Completely adjustable. Dual-contour molded foam rubber seat. Foam-cushioned backrest, upholstered front and back. Even the armrests are foam! Get free demonstration, in your office. Your dealer is eager to prove that this new Cosco Chair can help you earn a more *comfortable* living!



Model 25-S
Secretarial
Posture Chair
$42.50*
($46.50 in Zone 2)



Model 27-LA
Conference Chair
$39.50*
($43.50 in Zone 2)



Model 23-LD
General Chair
$19.95*
($21.95 in Zone 2)

Find your COSCO Office Furniture dealer in yellow pages of phone book, or attach coupon to your letterhead.

HAMILTON MANUFACTURING CORPORATION, Dept. MM-127, Columbus, Indiana
I would like a free demonstration of the following COSCO Chairs.

☐ Model 28-TA Executive Chair
☐ Model 27-LA Conference Chair
☐ Model 25-S Secretarial Chair
☐ Model 23-LD General Chair

Please send full information on:
☐ COSCO Office Chairs with round tubing.
☐ COSCO Chairs, Settees, Sofas and Occasional Tables.

Firm.....
By.....
Address.....
(Please Print)

Also available in Canada, Alaska and Hawaii through authorized COSCO dealers.

*All prices shown are for Du Pont Fabrilite upholstery. Other fabrics slightly higher. Zone 2: Texas and 11 western states.

(For more information, see last page)

procedure in it than some of us, on first blush, might recognize.

To reduce to specifics we seek:

1. Good business thinking
2. Real analytical ability to discern the fundamental problems of ourselves and our customers
3. Proved ability to meet these problems and overcome them with action.

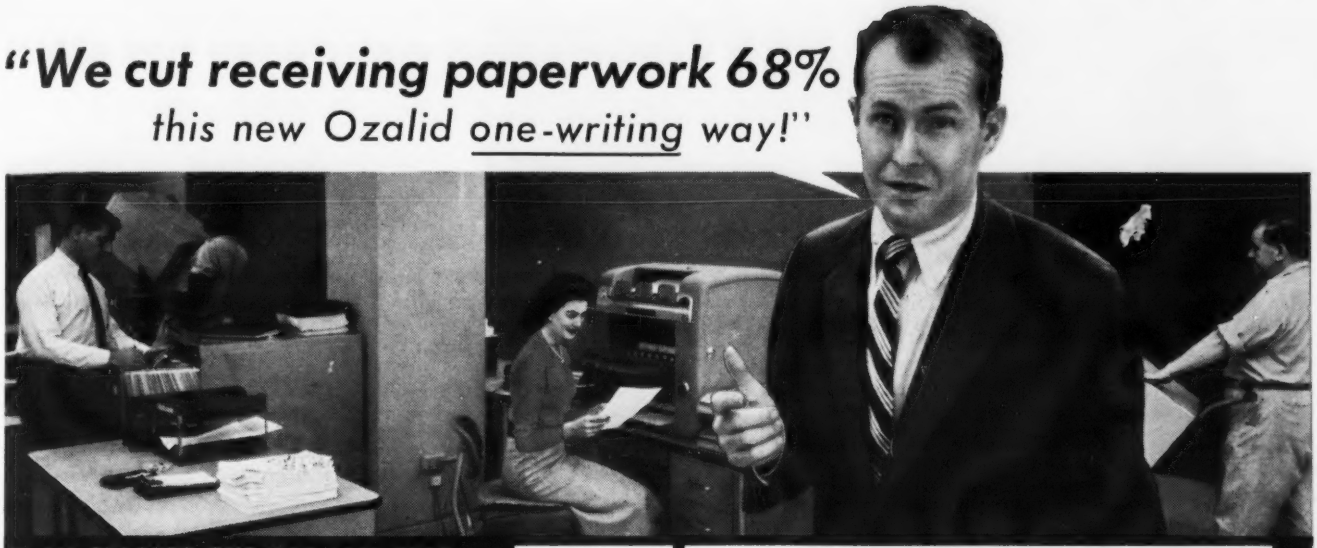
In regard to the first point, we want agency management who think like good businessmen and who *are* good businessmen in all aspects of their business. This does not downgrade the creative aspects of their agency function—rather it provides an essential bridge between the hardheaded business attitude of the client and the creative personnel in the agency. This, we feel, gives us something in common and we can start with some sameness in this fundamental phase of agency-client relations.

We want inspired, creative thinking on our problems by the agency but we recognize that this may require "translation" in a sense by the business management of the agency to the business management of the client. I am sure that you have seen far more examples than I have of fine creative work being discarded because it wasn't translated into sound business terms by agency management to the client.

Second, real analytical ability to discern the fundamental problems of ourselves and our customer. Much as we would like to have our agencies think of us as their client we want them first and foremost to think of *our customer* as *their client*. This is one of the fundamental reasons for the existence of an advertising agency—to bring an outside unbiased "look" at our business and our customer and to isolate the basic problems we have in meeting our customer's requirements.

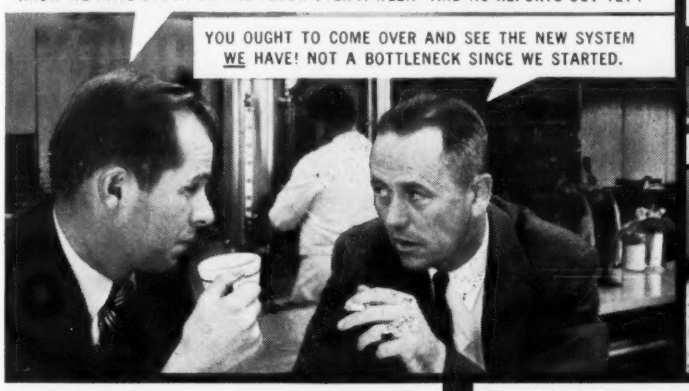
Third, proved ability to meet these problems and overcome them with action. While this is perhaps the most commonly recognized of these three points, it is obviously fundamental. This is an area in which an agency's strength lies normally. We believe it is of particular importance . . . and subject to evaluation . . . when oriented to the specific product prob-

"We cut receiving paperwork 68% this new Ozalid one-writing way!"



IT ALL STARTED ONE DAY LAST YEAR . . .

WE'VE JUST GOT TO BREAK THE JAM IN OUR RECEIVING DEPARTMENT! DO YOU KNOW WE HAVE STOCK ON THE FLOOR OVER A WEEK—AND NO REPORTS OUT YET!



YOU OUGHT TO COME OVER AND SEE THE NEW SYSTEM WE HAVE! NOT A BOTTLENECK SINCE WE STARTED.

IT'S SIMPLE! RATHER THAN WRITING UP LENGTHY REPORTS, WE USE THIS COPY OF THE PURCHASE ORDER. WHEN ORDERS COME IN, OUR RECEIVING CLERK WRITES IN THE SHIPMENT DATA. THEN IT GOES TO NANCY, BACK THERE, FOR OZALID COPYING.



IT'S A GOOD SYSTEM. JUST TAKES A FEW SECONDS TO MAKE AN OZALID COPY. REWRITING USED TO TAKE HOURS. AND NOBODY COULD READ THOSE CARBONS.

IT'S FAST ALL RIGHT. REPORTS ARE OUT ALMOST AS SOON AS THE STOCK ARRIVES!



THIS OZALID METHOD REALLY MAKES SENSE!

AS A MATTER OF FACT, OUR ORDER DEPARTMENT LIKES IT SO MUCH, THEY'RE PUTTING IN THEIR OWN OZALID SYSTEM!



SEND COUPON FOR FULL SAVINGS STORY

Lowest Cost Per Copy

Ozalid *Direct Copying* ends wasteful "repeat writing" in every department . . . makes dry, perfect copies in seconds. And a letter-size sheet of Ozalid paper costs you *less than a penny*—lowest cost per copy of any copying process.

OZALID®

DIRECT COPY SYSTEMS

A Division of General Aniline & Film Corporation
In Canada: Hughes Owens Company, Ltd., Montreal

Ozalid, Dept. J-12
Johnson City, N. Y.

Please send more information on Ozalid *one-writing* systems for these departments:

☐ Purchasing ☐ Order-Invoicing ☐ Accounting
☐ Receiving ☐ Production Control ☐ Engineering

Name _____

Position _____

Firm _____

Address _____

City _____ State _____

(For more information, see last page)



XeroX® COPYFLO® Continuous Printer

Makes dry, positive prints from originals, or roll microfilm, in sizes up to 11″ wide, at the rate of 20′ a minute.

SETS NEW STANDARDS OF SPEED AND ECONOMY

The Copyflo Continuous Printer represents a revolutionary advancement in the universally accepted, dry, electrostatic, photo-exact process of xerography.

In the Copyflo unit the xerographic process is continuous and automatic, incorporating all necessary steps in one complete cycle. High quality prints of engineering drawings and other documents are made quickly and economically.

Available in three models for specific applications.

COPYFLO MODEL No. 1.
Reproduces single copies continuously, up to 11″ wide, from 35mm or 16mm roll microfilm.

COPYFLO MODEL No. 2.
Reproduces single copies of opaque or translucent originals, at ratios from 46% to 200% of original, to a maximum copy width of 11″.

COPYFLO MODEL No. 3.
Combines all features of Models No. 1 and No. 2 and is interchangeable from microfilm to original document operation and vice versa by a single control lever.

WRITE for further information about the Copyflo Continuous Printer—the new dimension in copying from originals or roll microfilm.

THE HALOID COMPANY
Dept. 57-61X, Rochester 3, New York
Branch offices in principal U.S. cities and Toronto

HALOID XEROX®

(For more information, see last page)

lem involved. Obviously, an agency selected in developing action for a strictly consumer goods product like refrigerators, may not have equivalent abilities in the case of electronics equipment or chemical materials.

Rest assured that we have not reduced this to a group of criteria incapable of measurement and evaluation by any means short of a master electronic brain. We merely laid down some *basic* guides for consideration that serve as a check list. Then, we called on our collective experience to determine the importance of each factor, and weighed it accordingly.

Here is the list we put together:

Criteria	*Rating Points*
1. Growth	1
2. Experience	5
3. Account History	5
4. Manpower	7
5. Marketing Concept	2
Total	20

Here we look for such things as:

1. *Growth*—have growth and billings been sound and consistent or have billings been up one year and down the next? Why?

2. *Experience*—in what fields of industry do its accounts lie? Has it demonstrated extreme versatility in all product areas or does it have particular strength in an individual product classification area?

3. *Account history*—what is its average age of service to its clients; what has been its account turnover?

4. *Manpower*—here we look at the depth of experience and the number of people on second and third levels as well as the top level.

5. *Marketing concept*—here we ask for the agency's philosophy of business operation. Is it progressive or conservative? Does it treat each problem individually or does it stick pretty close to a rigid formula? Does it reveal a keen appreciation of the place of business in its economic, social and political environment?

And we give these factors a point rating of one, five, five, seven and two respectively. Here is a clear example of what I mean by saying that there is more to the agency selection process than "just buying the people." We give manpower here the highest number of rating points but as you can see,

other factors are considered important also.

On marketing services we look at these factors:

Criteria	Rating Points
1. Campaign Planning	10
2. Creative	11
3. Media	5
4. Sales Promotion	7
5. Research	7
6. Merchandising	7
7. Product Publicity	5
8. Production	3
Total	55

I think these specifics show, in some degree of depth, that our procedure is not haphazardly followed, nor have we just established interesting steps to go through. We have found that this more systematic approach to agency selection problem is a worthwhile one, because it gives us these four real benefits:

1. Personal prejudices are reduced to a minimum.

2. It provides a mechanism to bring *all* the elements of *marketing* into the selection picture.

3. A selective decision is reached through an appraisal of all the true influencing factors.

4. It provides a mutuality of interest between the agency people and our marketing people, *before* the real work actually begins.

From the agency standpoint we feel that this procedure has these definite advantages:

1. Each potential agency receives a full and equal hearing.

2. Each agency has the opportunity to present an organized, rather than haphazard, outline of its specific capabilities related to the clients' products and markets.

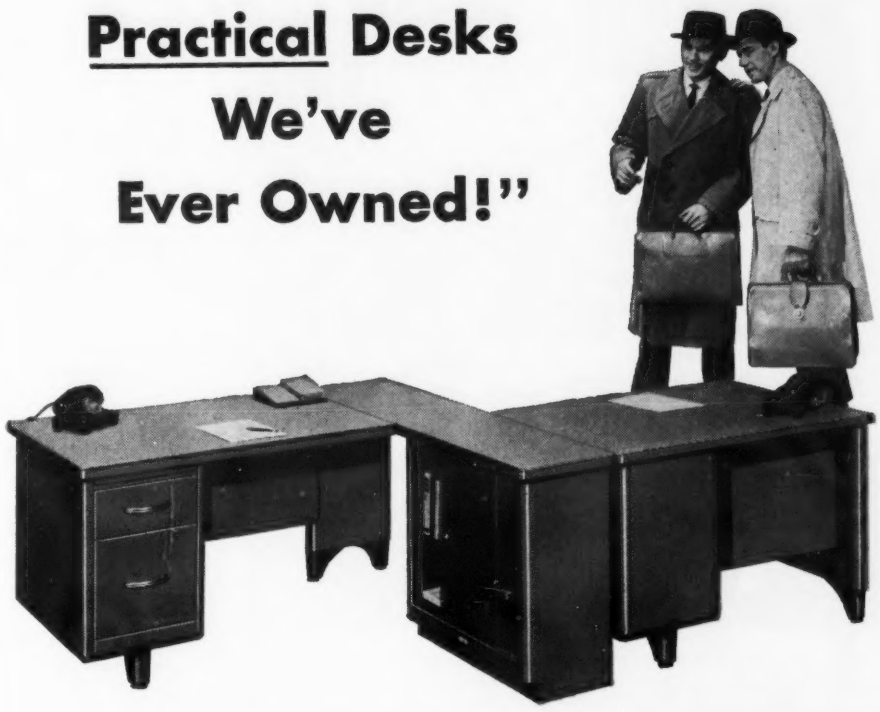
3. To agencies selected for final consideration, it completely exposes our marketing problems to them and permits them to respond with a complete advance understanding of their complexity.

4. It reveals the standards we realistically expect the agency to meet and enables them to make their own decision either to be prepared to meet those standards or drop out of the running before embarrassment occurs to either party.

5. A mutuality of interest is established early, putting the agency in a position to make a major contribution quickly in solving the client's problems. m/m

"*Correlation*" by STEEL AGE

"The Most Practical Desks We've Ever Owned!"



WE'RE still waiting for someone to come up with a desk problem that *can't* be solved with Steel Age *Correlation* Desks! What are *your* special desk needs? A spacious extended-top model for an executive? Or perhaps the space-saving single-pedestal model shown in the group above, which occupies only 45" x 30" of floor area. Correlation offers *both* . . . as well as dozens of other job-tailored styles.

But wait! Correlation's *real* versatility is wrapped up in its completely *modular* design. Desks can be combined with tables and companion pieces to create efficient work stations, like the one illustrated, in every office department.

The full-color brochure below suggests many *practical*, money-saving answers to your office-planning problems. Ask a Steel Age Dealer for a copy . . . or *mail the coupon today!*

Steel Age

"The Quality Choice of Modern Offices"

Branch Offices:
Atlanta • Boston • Chicago
Dallas • Detroit • New York
Oakland • Philadelphia • Seattle



Corry-Jamestown Mfg. Corp.
Dept. G-4, Corry, Pa.

Please send me a free copy of your full-color "Correlation" Desk Brochure.

Name_____

Company_____

Street_____

City_____ State_____

(For more information, see last page)

DATERS

for SMALL and LARGE SPACES



FORCE Daters fit the space of all office forms. Model 400 is ideal for narrow spaces—inventory, ledger, sales cards etc. Date changes with stylus. Model 450 is all-purpose dater; month changes automatically after 31st day change. Bold day figures are easy to see.

Write for Catalog

WM. A. FORCE & CO., Incorporated
216 Nichols Ave.
Brooklyn 8, N. Y.

Sales Offices: NEW YORK • CHICAGO • SAN FRANCISCO • MONTREAL

(For more information, see last page)

personal storage space for

16 people in 6 ft. of floor space

. . . each with a locked compartment



Equipto 615 Prairie Ave.
Aurora, Ill.

EQUIPTO-ROBE units help reduce personnel turnover and increase morale by giving each employee a personal locker compartment and adequate hanger space at low cost. Fits any location. For further details write for Equiptogram No. 207.

(For more information, see last page)

tax quiz

TEST YOUR

Can you answer these income tax problems?

Christmas bills notwithstanding, it's none too soon to begin planning that income tax return due in April. Test your knowledge of the federal income tax law against this quiz. It covers both personal and business tax items. The quiz was prepared by the American Institute of Certified Public Accountants in cooperation with the Internal Revenue Service. Circle the items you think are correct; answers and explanations appear following the quiz.

1. During the past year you spent approximately $1,000 for built-in bookcases and wall-to-wall carpeting for your office. Since your lease has only four years to run, you may

(*a*) *Deduct the $1,000 on your 1957 tax return.*
(*b*) *Amortize the cost over the next four years.*
(*c*) *Depreciate it over the life of the furnishings.*

2. When you were transferred to another city, your company gave you a sum of money toward the cost of moving you and your family. For tax purposes you should consider this money as

(*a*) *A gift that is not taxable.*
(*b*) *Income that is subject to tax with a deduction for only your personal moving expenses.*
(*c*) *Income that is subject to tax with a deduction for the cost of moving your entire family.*

3. You have invested in several blue-chips stocks. The dividends received from this investment are exempt up to

(*a*) *$50 whether you or your wife owns the stock.*
(*b*) *$100 if the stock is held jointly by you and your wife.*
(*c*) *$100 regardless of who owns the stock, providing you file a joint return with your wife.*

4. You are *not* permitted to deduct as contributions

INCOME TAX I.Q.

Here's a chance to test your knowledge of the tax law in some humble (but tricky) situations. If you fall down on an answer or two, the indication is that you'd better brush up on the law.

---

your donations to which of the following organizations

(*a*) *Charitable societies.*
(*b*) *Educational institutions.*
(*c*) *Political parties.*

5. Your daughter, who was hospitalized for several weeks in the earlier part of 1957, was married in November. If she files a joint return with her husband, you may

(*a*) *Not claim her as a dependent but you may deduct her medical expenses.*
(*b*) *Claim her as a dependent and deduct her medical expenses.*
(*c*) *Not claim her as a dependent and you may not deduct her medical expenses.*

6. You filled very few inside straights during the past few months and lost approximately $300 to the members of your Thursday night poker club. You should

(*a*) *Deduct the loss in computing adjusted gross income.*
(*b*) *Subtract the loss from adjusted gross income.*
(*c*) *Give up poker and start watching television on Thursday nights.*

7. Last October your car skidded on a wet road and grazed a telephone pole. The damage was not covered by insurance and it cost you $100 to have the car repaired. To claim a casualty deduction

(*a*) *You must have the damage repaired within 30 days of the accident.*
(*b*) *You may simply deduct the amount of the repair bill.*
(*c*) *You must prove that you were using the car in your work at the time of the accident.*

8. Which of the following may you *not* consider as a deductible business expense

(continued next page)

1957
BORROUGHS'
Biggest Year



"Thanks for Your Business"

THIS YEAR has been an eventful year for Borroughs. Each of our divisions—metal office furniture, steel shelving, automotive bins, contract work — has come through with flying colors.

The nationwide acceptance of Borroughs products has been most gratifying. In fact, at times during the past year, production could not keep pace with demand. We were actually outgrowing our plant capacity.

So in August, we started an expansion program which has added 15% to our space, and will increase our manufacturing capacity from 20% to 25%. New equipment has been installed, and plant re-arranging is in progress.

What does all this mean? It means that we will be able to keep pace with the growing demand for Borroughs products, and at the same time, develop new products to meet your business needs.

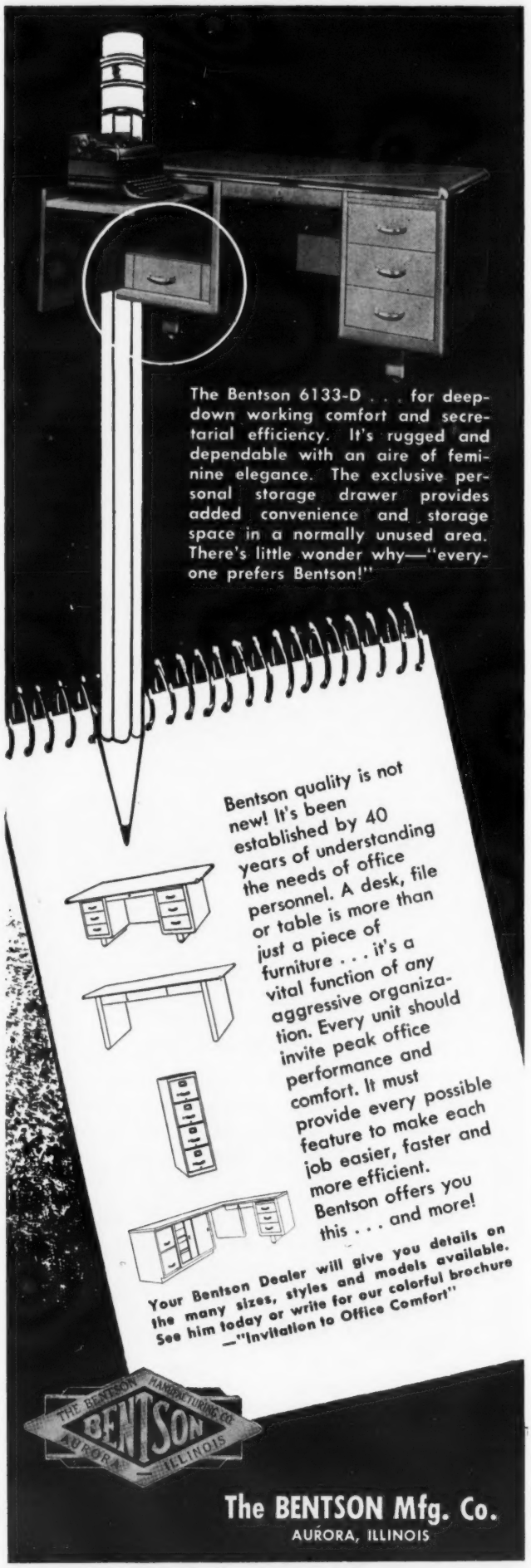
We look forward to breaking all records again in 1958, with the finest line of products and service in our history.

George Bennett

President

BORROUGHS MANUFACTURING CO.

(For more information, see last page)



(For more information, see last page)

(*a*) *A subscription to* MANAGEMENT METHODS.
(*b*) *Commutation fees.*
(*c*) *The costs of attending a business convention.*

9. While playing hide-and-seek in your backyard, the neighbor's children trampled and killed several of your more expensive bushes. The cost of replacing this shrubbery

(*a*) *May be deducted if it does not exceed the original cost of the bushes.*
(*b*) *May be deducted only if the parents of the children refuse to pay damages.*
(*c*) *May not be deducted under any circumstances.*

10. Your 16-year-old son works during the summer for you in your unincorporated business, and you pay him a weekly salary. Since he is a full-time employee, he is

(*a*) *Required to pay social security.*
(*b*) *Not subject to social security.*
(*c*) *Permitted to decide whether he does or does not want social security coverage.*

11. Last year you gave your church a small piece of property for which you had paid $500 some time ago. Its value at the time of the gift was $1,500. As a result

(*a*) *You may claim a tax deduction of $1,500.*
(*b*) *You must pay a capital gains tax on the $1,000 increase.*
(*c*) *You may claim a tax deduction of $500.*

12. There were a few leaks in the shingle roof of your office building, so you constructed a new tile roof. You should

(*a*) *Consider this as a repair bill and deduct the entire amount as a business expense on your 1957 return.*
(*b*) *Regard this as a capital improvement and depreciate the cost over a period of years.*
(*c*) *Add the cost of the repair to the value of the property.*

CORRECT ANSWERS

1. (b) On leased property, you normally spread the cost of improvements over the shorter period—the life of the improvement or the term of the lease. Since your lease expires in four years and presumably the furnishings will have a longer life than that, you should be able to claim a $250 deduction on your federal tax return for this year and the next three years.

2. (c) The money you received from the company must be reported as income, but you may deduct the cost of moving your entire family. If the amount the company gives you exceeds your expenses, the excess is taxable. Conversely, however, if your expenses were more than the amount received, the difference is not deductible.

3. (a) and (b) are both correct. All taxpayers are entitled to a $50 dividend exemption. A husband and wife can combine their exemptions and receive $100 in dividends tax free, providing the stock is jointly owned. The filing of a joint return will not qualify them for this double exemption if the stock is held in only one of their names.

4. (c) You cannot deduct contributions to an organization which spends a substantial part of its time lobbying or distributing political propaganda.

5. (a) You gained a son-in-law but lost a $600 dependency exemption for 1957 when your daughter married in November. All is not lost, however. If you provided more than one-half of your daughter's support during the year, you may claim her medical expenses as a deduction on your return.

6. (c) Watching television can be most relaxing and it might even help you to forget your poker losses—which is the thing to do because net gambling losses are definitely not deductible. Net gambling gains are taxable as income; so if you won money in a football pool or other sources, you may use your poker losses to offset these gains.

7. (b) The IRS has ruled that "if the repairs do nothing more than restore the property to its condition immediately before the casualty and do not add to [its] value, utility or useful life, such repair costs may be used as a measure of the value of the destroyed portion." Where you were going at the time of the accident does not affect the deductibility of car damages.

8. (b) Commutation fees are not a deductible business expense. The cost of going to and returning from work, whether it be by bus, cab, train or plane, is not deductible since it is a personal expense. On the other hand, *a* and *c* are deductible.

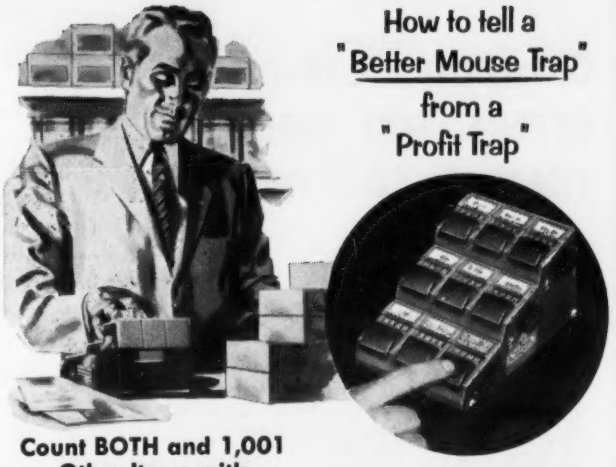
9. (c) Damage to your shrubbery caused by children, dogs or errant lawnmowers is not deductible. If your home or lawn is damaged by fire, storm or flood the loss not covered by insurance may be deducted. When large amounts are involved it is wise to have an expert appraisal made immediately after the casualty.

10. (b) Since your son works for *you,* you are not supposed to pay social security tax on his wages, nor is he required to make contributions. If your business is incorporated, however, the corporation must pay social security tax on his salary.

11. (a) Your deduction for a charitable contribution is the value of the gift at the time it is made. You are not considered to have realized a taxable gain or deductible loss when you give property away. You may claim a deduction for the entire $1,500 so long as this amount does not exceed 20 per cent (30 per cent in some cases) of your adjusted gross income.

12. (b) The roof is considered an improvement, not an ordinary repair. The cost of replacing the roof is deductible as depreciation spread over its estimated useful life.

m/m



How to tell a "Better Mouse Trap" from a "Profit Trap"

Count BOTH and 1,001 Other Items with

VARY-TALLY

Multiple-Unit Reset Counter

Compactly set up on stands in tiers, the Vary-Tally can be supplied in any of 66 combinations, up to 6 banks high and 12 units wide with a minimum of 2 units wide. Also single units.

To know WHICH products, styles, sizes or flavors are "hot" and WHICH are dragging their feet — COUNT! Whether you are a manufacturer or merchant, distributor or dealer — Vary-Tallies can tell you quickly How Many of What, Where and When — Now as against Last Year, Last Month or Yesterday. Traffic engineers, estimators, laboratories, warehouses, offices, restaurants, mail and phone order departments, payroll people and many others find keeping score is no chore with a Vary-Tally. What do *you* want to count? Write for news sheet and prices.

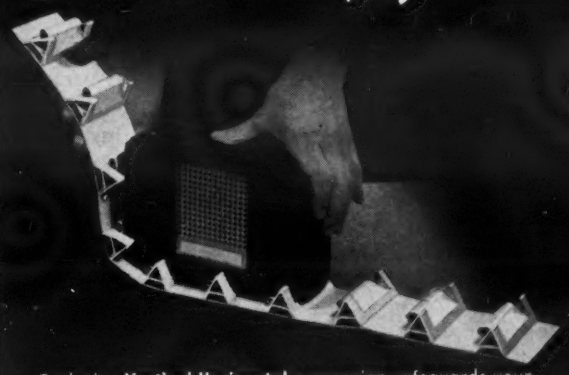
VEEDER-ROOT INC.
Hartford 2, Conn.

Chicago 6, Ill. • New York 19, N. Y.
Greenville, S. C. • Montreal 2, Canada
Offices and Agents in Principal Cities
"THE NAME THAT COUNTS"

(For more information, see last page)

SUS-RAP SIMPLIFIED PACKAGING FOR SMALL APPLIANCES

Eliminates Folding of Pads



Exclusive **Vertical-Horizontal** suspension safeguards your product both in and out of its shipping carton . . . Fewer packaging components and the elimination of pad folding reduce labor and material costs.

SUS-RAP is engineered to your product and pretested by N.S.T. procedures

SUS-RAP

Laboratory Developed and Tested Packaging

VANANT COMPANY, INC. 954 S. Water Street Milwaukee 4, Wis.

(For more information, see last page)

ORLANDO FLORIDA OFFERS YOU MORE THAN A LOCATION

PLANNED "City of PROGRESS"

Unlike some areas that have grown in a wild blaze, like the old boom towns of the West, Orlando's growth has been skillfully guided by down-to-earth businessmen.

Each phase of expansion — utilities, streets, parks, finance and industrial development, not to mention the City government — has been handled by terms of active businessmen.

Industrialists who have investigated Orlando have been aware of this planned progress and, with climate as an extra inducement, have chosen Orlando as their point of action.

These growth companies in Orlando include the Martin Company; Combustion Engineering, Inc.; the Gas Processing Division of the National Gas Cylinder Co.; and Radiation, Inc. Satellite industries and services have followed. Other companies such as Florida Fashion and Tupperware Home Parties, Inc., have been successfully established here for several years.

If your Company is planning to expand to the South, write to the Orlando Industrial Board for Industrial site information.

Write For Information Today.

ORLANDO
INDUSTRIAL BOARD
ROOM 14, CITY HALL
ORLANDO, FLORIDA

(For more information, see last page)

Organization planning

(Continued from page 22)

A chief engineer presented a thoroughly feasible program for the development of a new machine. The company manufactured capital equipment. It needed a machine of this type and had the necessary financial resources; yet the president reluctantly turned down the chief engineer.

The president's decision was based on his immediate need to strengthen the technical effort of his sales department. The previous organization plan hadn't provided for enough technical positions so that the president could staff a newly formed sales engineering group and also carry on the development project as well.

Question 5: **How many people report directly to you?**

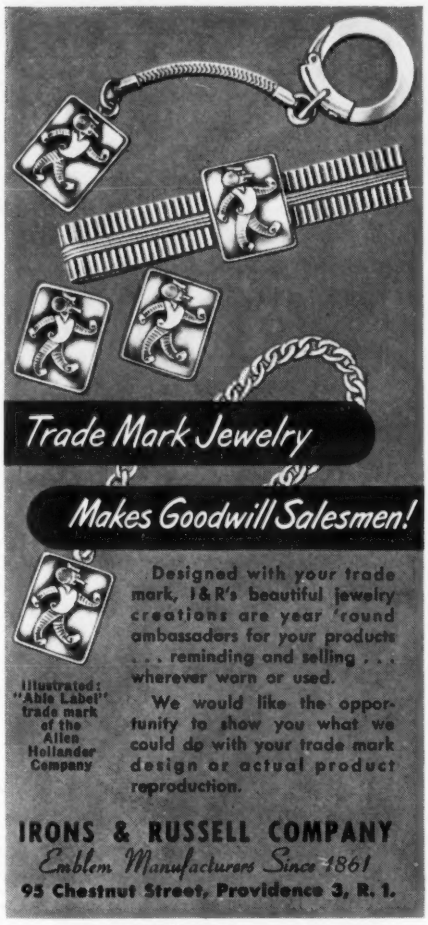
This old question is still of interest to the executive who seeks to find out if his organization structure permits him to delegate effectively. Although there is no absolute measure, executives who check this question "11 or more" or even "7 to 10" should carefully examine their administrative methods.

Some executives organize their companies with large numbers of direct subordinates to "keep in direct touch with what's going on." With these men, the machine stops without their presence. Subordinates may watch the time pass by for appropriate action as they wait to see the boss. Others, who see him more frequently, may build empires that he has not intended, based on favored positions in the unofficial communications network.

Question 6: **Do you find you must approve minor requisitions and requests, departmental expenditures, routine operating plans and the like of your direct subordinates?**

Administrative detail is inescapable but, in the name of control, some organizations wear out the executives and stifle the initiative of subordinates by requiring them to perform trivial clerical tasks such as approvals of minor requisitions and routine plans.

In one company, managers were required to sign and "approve" the



(For more information, see last page)

Home Study Course In Programming Business Computers

A home study course, the first and only one of its type, is being offered by Business Electronics Inc. Designed for people without technical training or experience, it is based on a similar course members of the firm developed and are teaching at a large University.

Students are taught to develop and program electronic systems for business problems such as Payroll, Accounts Receivable, Inventory Control, etc. for a theoretical electronic computer called BEC.

BEC was designed for instructional purposes and includes the best elements of commercially available computers. The knowledge the student gains from BEC can be applied to any computer. "Programming for Business Computers" provides an opportunity for the student to study at home at his own convenience for only a few cents a day.

Free brochures describing the course are available upon request from Business Electronics Inc., Educational Division, 420 Market Street, San Francisco 11, California.

(For more information, see last page)

expense accounts of people two and three levels below them. This multiple approval procedure encouraged signing orgies where the manager scrawled with a pen to clear the desk.

In another company, engineering requests were circulated and approved by as many as 15 people. The approval practice was in reality a communications device that held up planning action. Faster results were secured with less waste of managerial time by centralizing authority for approvals and routing requests only to those managers who were really concerned.

When an executive answers question six by checking "frequently" or even "occasionally," it will almost always pay him to investigate the reasons behind approval practices and other executive time-sapping practices. In many cases, he will find the company is attempting to control the minor acts of its people instead of establishing control over their total performance.

Question 7: **When a mistake is made, can you put your finger on the spot where your action is needed to prevent repetition?**

Answers of "seldom" or "occasionally" generally indicate a need to define and describe the cut-off points between the responsibilities of subordinate managers.

The operations vice president of a mass production foundry had trouble isolating responsibility. From his position, he directed the research, development, metallurgical, engineering and production activities of his firm.

His organization chart showed a clear division of subordinate responsibility, yet the company's plan to develop new shell molding methods creaked along. When delays occurred, each department head took refuge behind fuzzy, verbal definitions of position authority and responsibility.

He was better able to fix responsibility when he authorized the development of accurate and clearly written position descriptions.

Does the organization plan release the energies of my people?

In the same way that a political constitution provides citizens with

Rol-Dex announces a NEW 2½ level STANDARD UNIT

gives you more filing inches in the same floor space!



Pat. & Pats. Pending

The Model RC—new in the ROL-DEX family of cost-saving STANDARD active record handling units.

By using two and one-half decks or levels of *rolling card trays,* additional filing space is obtained without adding to the floor space used:

RECORDS *ROLL* TO THE SEATED CLERK!

NOW you can use Rol-Dex **STANDARD** *for:*

- tab on end (3¼" x 7⅜") — 424 filing inches
- 8" x 5" records — 196 filing inches
- MIB cards (2¼" x 3¼") — 953 filing inches
- tab horizontal (7⅜" x 3¼") — 296 filing inches
- 6" x 4" records — 378 filing inches
- 5" x 3" records — 444 filing inches

and the new RC-94 especially designed for rapid commercial check (9" x 4") filing.

— all units also available in STAND-UP or MOBILE styles.

Send for more information about these versatile, cost-saving STANDARD Rol-Dex units.

ROL-DEX

equipment for active record handling

WATSON MANUFACTURING COMPANY, Inc.
Rol-Dex Division, Dept. M-3
Jamestown, New York

Please send information about **ROL-DEX** standard units to:

Name_____ Company_____

Street_____

City_____ State_____

(For more information, see last page)



BUSINESS FORMS WITHOUT CARBONS

NCR PAPER DOES IT!... produces cleaner, clearer copies

Business forms users everywhere are discovering that NCR Paper speeds up their work. Without using carbon paper or even any carbonization, this amazing paper makes perfect copies of sales slips, invoices, premium notices, stock requisitions—any one of hundreds of applications where clean, clear copies are needed.

Non-smearing NCR Paper, perfected by the research laboratories of The National Cash Register Company, eliminates smudging of copies or fingers and is easy to handle because it requires no carbon inserts. Up to five legible copies can be made with a standard typewriter, ball-point pen or pencil and eight or more with a business machine or electric typewriter.

NCR Paper is simple to use. Just put together several forms. Copies are obtained from hand written or business machine or typewriter forms. Finished copies are always neat and clean, easy to read.

Have your forms printed on NCR Paper by your present forms supplier. You'll be amazed how easily it solves the problem of producing multiple copies. You'll get better, cleaner copies in less time! Phone your present forms supplier, today, for further information.

ANOTHER PRODUCT OF

THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

989 OFFICES IN 94 COUNTRIES

*TRADE MARK REG. U. S. PAT. OFF.

*National**

NCR PAPER AND SUPPLIES
ACCOUNTING MACHINES
ADDING MACHINES • CASH REGISTERS

(For more information, see last page)

the basis for freedom of accomplishment, a well defined and described organization structure provides managers with:

- Freedom to exercise initiative and secure results in the business areas where their contribution is needed.
- Knowledge of how to avoid useless conflict.
- Understanding of the way they are expected to keep others informed.

Question 8: **Do you get well-thought-out and acceptable plans for improvement, progress or economy from your direct subordinates?**

Those who answer "seldom" may find that ideas for improvement are being created but are dying on the vine.

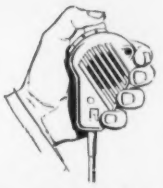
This was the problem faced by the head of a public utility. He found his people rarely presented ideas to him for handling their responsibilities better than past practice had decreed. Actually, however, the cause of meager subordinate initiative on improvement plans was not due to lack of interest. Excellent ideas had been discussed in informal groups as well as during committee meetings. But many ideas had died in an atmosphere of group decision-making where individual managers no longer felt responsible for the effectiveness of the work in their own area. Over a period of time, lines of authority had become so confused that many of the managers hesitated to act on their own.

In addition to describing positions, the executive was able to improve this atmosphere by abolishing some committees. In every area where a committee survived, he was careful to assign responsibility for action on its recommendations to an individual manager.

Question 9: **Do you notice that your effective direct subordinates perform work on their own initiative to help others who also report directly to you?**

Despite the fact that willing, energetic subordinates are in demand, an answer of "frequently" or even "occasionally" may indicate the presence of an empire builder

Dictation



Now...error free,



cost free, with matchless simplicity of operation

THE NEW MAGNETIC RECORDING Comptometer Commander



FEATURES...

The amazing re-usable ERASE-O-MATIC belt with the lifetime guarantee.

Error Free – Magnetically erases unwanted words as you redictate. You hand your secretary perfect dictation every time.

Cost Free – Erase-O-Matic belt can be re-used thousands of times. No recurring costs for expensive discs, belts or cylinders.

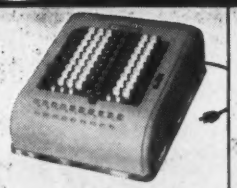
Belt is Mailable – no special protection required.

Simplicity of Operation – All the controls you need to dictate, listen, reverse, erase are in the palm of your hand . . . with Unimatic remote control microphone.

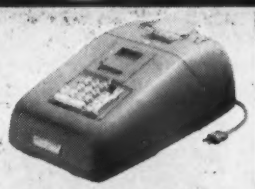
True Voice Reproduction – Without garble or needle scratch. Your secretary can transcribe twice as fast and right the first time.

No other machine combines the COMMANDER'S many advanced features. Find out for yourself how the New Comptometer COMMANDER enables you to breeze through your daily dictation and get a lot more done. Mail Coupon Today.

Comptometer Corporation / BETTER PRODUCTS TO BETTER BUSINESS



New Comptometer Customatic – World's fastest way to figure . . . now faster than ever. Try it Free on your own work. Mail coupon.



Comptometer Comptograph "220M" – with new multiplication key – more features than any other 10-key listing machine. Try it Free.

Comptometer Corporation
1712 N. Paulina St., Chicago 22, Ill.
In Canada: Canadian Comptometer, Ltd.
705 Yonge Street, Toronto 5, Ontario

☐ Arrange free office trial for me on:
☐ Send me literature on:
☐ Comptometer Commander
☐ Comptometer Customatic
☐ Comptometer Comptograph "220M"

Name .....
Firm .....
Address .....
City ..... Zone .. State .....

(For more information, see last page)



New light in her darkness

A NEW LIGHT appears on the horizon for blind people. Development of a simple, economical method for the quantity reproduction of Braille opens new vistas of knowledge, accomplishment, and pleasure to the sightless.

Braille material can now be reproduced with Multigraph Braille Duplicators—the first low-cost, easy-to-operate machines for duplicating multiple copies in Braille. A complete page can be impressed, in a single operation, into a wide variety of paper stocks. The entire operation of duplicating Braille can be performed by either a sighted or a blind person — including the setting of the type and operation of the duplicating machine.

© 1957 A-M Corporation

This new method will multiply the knowledge and efforts of many thousands of Braille transcribers all over the world—and be of tremendous therapeutic value in rehabilitation programs. It will be a great factor in adding to the education and self-sufficiency of blind people, by making available new varieties and far greater quantities of Braille material at low cost.

This is just one more example of the progressive, problem-solving leadership you can expect from Addressograph-Multigraph Corporation—makers of the world's finest equipment for repetitive writing, duplicating and office typography. Addressograph-Multigraph Corporation, Cleveland 17, Ohio—Simplified Business Methods.*

*Trade-Mark

Addressograph-Multigraph®

PRODUCTION MACHINES FOR BUSINESS RECORDS®

SERVING SMALL BUSINESS—BIG BUSINESS—EVERY BUSINESS

(For more information, see last page)

and the accompanying frustrations of other managers within the company.

The executive vice president of a multi-plant operation answered "frequently." In fact, he felt blessed that he had an energetic industrial relations director on his corporate staff. His satisfaction was shattered when a plant manager demanded that he keep the IR man out of his plant. In his eagerness to get a training activity rolling, the industrial relations director had arbitrarily reversed an order that the plant manager had given to the plant personnel manager.

Modern organizations constantly face the problem of achieving clear division of the authority and responsibility assigned to staff and line managers. Many managers find that written descriptions are essential both to get the company's work done, as well as to achieve an atmosphere of definiteness in which personnel can work effectively.

Question 10: **In addition to the people who report directly to you, do you help others to make progress on special projects, to reach sound decisions, or to solve other business problems in their areas of responsibility?**

A check opposite "frequently" or "occasionally" suggests the executive should analyze how well he follows his own organization plan.

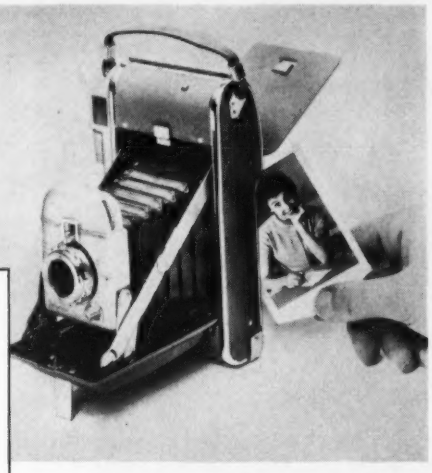
The president of a 5,000-employee company checked "occasionally." He didn't feel he had serious organization problems, but he was concerned with a fear that his general manager was not taking hold of his job.

To explore his answer, he jotted down a number of occasions when he helped indirect subordinates with their problems. He was rather surprised that the list became so long. It helped him to become aware that he was by-passing his general manager, undermining his authority and curbing the man's freedom to act.

It proved difficult for the president to train himself to cut down on lower level problem solving. He found, however, that his general manager was able to "take hold" as the president himself was able to begin working through the general manager on lower level problems. m/m

Prominent Users of Strathmore Letterhead Papers: No. 131 of a Series

Sixty seconds after the picture is snapped, the Polaroid® Land Camera, Model 80A, has developed a photographic print!



POLAROID CORPORATION
CAMBRIDGE 39, MASSACHUSETTS

the image of **Quality!**

Look at the letterheads that come in your mail. Pick out those that have a rich, attractive texture—a satisfying feel in the hand—an air of quality. Then examine their watermarks. *Strathmore?* Very likely, because countless firms like Polaroid Corporation use Strathmore Letterhead Papers to make certain that the quality which they achieve in their products is reflected in their correspondence.

Polaroid Corporation introduced its revolutionary concept in picture-taking about a decade ago. In the ensuing years Polaroid has enjoyed the most rapid growth of any organization in the industry, with the number of cameras sold well over the million mark. Today's new Polaroid Land Cameras, coupled with the new highly sensitive Polaroid Land films, make pictures in 60 seconds that are of extraordinarily good quality.

STRATHMORE LETTERHEAD PAPERS: STRATHMORE PARCHMENT, STRATHMORE SCRIPT, THISTLEMARK BOND, ALEXANDRA BRILLIANT, BAY PATH BOND, STRATHMORE WRITING, STRATHMORE BOND. ENVELOPES TO MATCH CONVERTED BY OLD COLONY ENVELOPE CO.

STRATHMORE THIN PAPERS: STRATHMORE PARCHMENT ONION SKIN, STRATHMORE BOND ONION SKIN, STRATHMORE BOND AIR MAIL, STRATHMORE BOND TRANSMASTER, REPLICA

Better Papers are made with Cotton Fiber

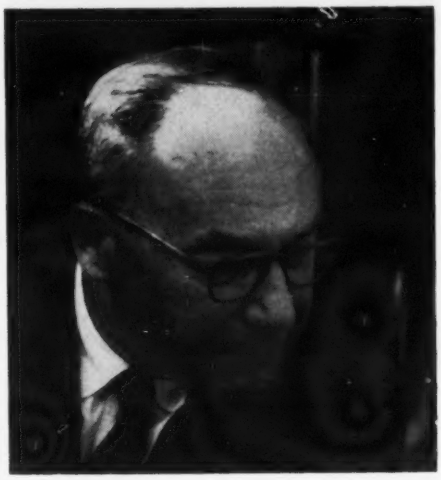
STRATHMORE

MAKERS OF FINE PAPERS

STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS

(For more information, see last page)

(Continued from page 28)



"I strongly believe in outside directors."

DECKER

up of eight directors, six of whom are managers in the company. Our policy is to bring in outsiders only when they have something to contribute, not just names that might add prestige.

Q. Do you feel that a man who is a manager or an officer of your company is in a better position to serve as a director than a man who is, say, a banker?

JONSSON: I think it is unwise to purposely include anyone on your board with whom you might be doing business, or have occasion to do business. Suppose a matter comes up that could mean some business for the outside director. It is extremely difficult for him to view the matter completely objectively, or to have his comments accepted as objective by the other directors. By the same token, the other directors can't very well discuss frankly the services of his company, or those of his competitors, while he is present.

Q. Do you feel that the reason some firms have bankers and brokers on their boards is to maintain favorable contacts with banks and brokerage houses?

JONSSON: Perhaps, but the more usual reason is that the companies can't keep them out. The bankers and brokers may have enough votes to get on the board.

DECKER: I am going to strongly disagree with what Erik Jonsson has said about outside directors. Our company has been and continues to be in sound financial condition so no banker, for example, has voted his way onto our board. Yet we have two bankers on the board—a commercial banker and an investment banker. These men are on the board because they were invited to serve as directors and they are extremely helpful. Both of these men do banking business with us. However, while they are on our board primarily because their judgment and experience as businessmen is of great help in our board deliberations, we also believe that there are many advantages in establishing, building and maintaining a close relationship with one's bankers.

JONSSON: Well, I believe in building that kind of a relationship too, but I think that people who are doing business with you should be kept outside of the board so that they don't find themselves in the position of trying to serve two masters at the same time. Now, of course, if you find a man you particularly want on your board because of his outstanding ability, what he can contribute to the board may easily outweigh a minor conflict of interests.

Q. Mr. Wellbrock, how is your company's board of directors composed?

WELLBROCK: We have nine directors. Four of them are working inside the company and the other five are a college president, a banker, the president of another company, a CPA, and our major stockholder.

Q. What value have you found in having a college president on your board?

WELLBROCK: The fact that he is a college president is incidental. He is on our board because he is an extremely capable man—a dynamic person. He rose to his station in life as the head of a technical institute partly because he is an expert on production methods. He has a solid background as a production chief for a number of companies.

DECKER: I think Dick Wellbrock has put his finger on a significant point here. The real factor is the *quality* of the people you have on your board. Whether they are bankers or brokers or manufacturers or college presidents doesn't make much difference. What really matters is—are they qualified, and are they interested and willing to work! For example, I consult our outside directors very frequently between board meetings. I feel free to do this because I know they are interested. I get a good deal of benefit from these consultations. I get this benefit because the outside people we have lined up as directors are highly qualified, as well as interested.

JONSSON: I think it should be pointed out that in a discussion like this we are all bound to limit our remarks more or less to our own situations, rather than presenting broad generalities covering all corporations. For example, in my case, our company is 50% employee owned.

"I prefer a board that is strongly internal in makeup."

JONSSON



"Don't let your job overshadow you." **WELLBROCK**



Our manager-directors are heavy stockholders in the company. This means that the corporate and the personal interests of these men are very closely parallel. So in our particular case we feel we can get the most interested, hard working directors from within. If we were to try to bring in highly qualified directors from the outside, the fee we could pay such men would be very small from their point of view. Thus I feel that we would be doing nothing more than buying a consulting service that we could get better in another way, without introducing complicating elements.

DECKER: We are in a somewhat similar position because a large amount of our stock is held by one family, so ours is not like the usual publicly owned concern. Nonetheless, I still feel that we gain a great deal from having outside directors. I certainly agree, however, that it is practically impossible to adequately compensate a good outside director. That again is why I feel it is important to select men who are sincerely interested in making a contribution as a director.

Q. Mr. Rice, what thoughts can you add to this discussion?

RICE: Since my company is not a corporation, I can't offer any personal experience here. I can say this, however, on the basis of my previous work with the American Management Association: Five years ago we could not develop interest in discussions on the function of the board of directors. It was just a dead subject that no one cared to discuss. But now it has become a very active and dynamic subject. It is being agitated by a good deal of research. Executives are finding that they can do themselves some good by studying the makeup and use of their own boards.

PROBLEM SOLVING CLINIC 4

Some men say that if an executive isn't "married" to his job, he isn't worth his salt. Others say that if he can't confine his work to business hours, he isn't a good executive. What is your opinion?

"A good executive carries a briefcase in his mind if not in his hand," says James Rice.

"You've got to be on guard against the job overshadowing you," says Richard Wellbrock.

"I tell our people that it's results, not hours that are important," says William Decker.

"Our hardest working man is also one of the best family men," says Erik Jonsson.



Q. Mr. Rice, do you think an executive should be able to confine his work to business hours?

RICE: No, I cannot accept the proposition that an executive need not be married to his job. I think whether he likes it or not, he *is* married to his job. He's got to think about it 24 hours a day, consciously or subconsciously. I don't think there is an executive alive—a real executive, that is—who doesn't think about his job this way. If he isn't carrying a briefcase in his hand, he's carrying one in his mind.

Q. Do you agree with that, Mr. Wellbrock?

"Every executive must be married to his job."

RICE

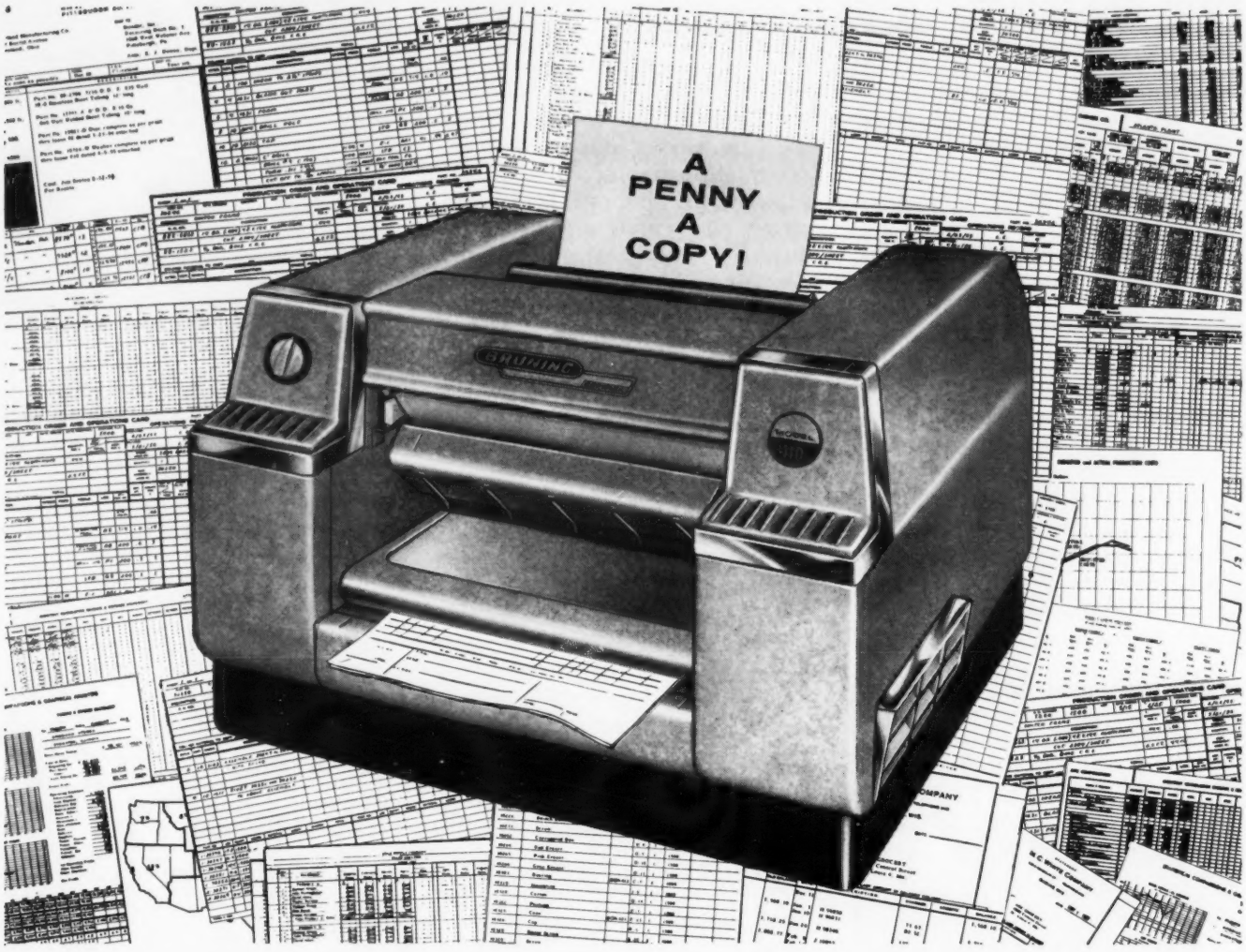
WELLBROCK: I agree that you can't shut the job off completely. That is impossible. But I think at the same time an executive must be very definitely on his guard not to let his job overshadow his life completely. You've got responsibilities to your family and to yourself that cannot be neglected.

Q. Do you carry a briefcase home—not mentally, but physically?

WELLBROCK: No, I just wouldn't do that if I can help it. For one thing, I have six kids and I couldn't work at home even if I wanted to!

Q. Mr. Decker, do you think an executive should stop working after a certain number of hours a week, or whatever the gauge might be, or should he be married to his job?

DECKER: If being married to the job means that it is all-embracing, to the exclusion of everything else,



Only Bruning Copying Machines Give You All These One-Writing Benefits for a Penny-A-Copy!

Now, you can put an end to slow, costly, error-prone clerical copying on almost any paperwork operation in your business with modern Bruning Copyflex copying machines.

With Copyflex you write information *only once*. Subsequent paperwork needed to complete any business operation — order-invoicing, purchasing-receiving, accounting, production-control — is mechanically accomplished with Copyflex. No slow, costly retyping of information from one form to another. And only with Copyflex do you get all these important benefits for a penny-a-copy!

SPEED! It takes only seconds to make sharp, black-on-white Copyflex copies . . . directly from originals! You can make any number of copies—all as sharp and readable as the first.

ECONOMY! Letter-size copies cost less than a penny each for materials. And your Copyflex machine requires no special installation or auxilliary equipment, is economical to operate.

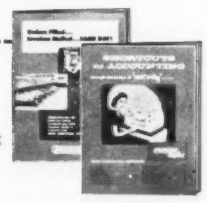
VERSATILITY! With Copyflex, you can copy anything typed, written, printed, or drawn on ordinary translucent paper. You can make copies on white or color-tinted paper, on cardstock, or on film.

SIMPLICITY! Anyone can operate Copyflex. Simply insert the original and sensitized sheet, and back comes the copy. No negatives, masters, stencils, or plates required.

Copyflex Desk Top Model 110 shown above copies originals 11 inches wide by any length. Only $555. Other models available to copy originals up to 54 inches wide. Copyflex machines are ideal for office use—absolutely clean, quiet, and odorless! Mail coupon for special literature offer.

BRUNING *Copyflex*

Charles Bruning Company, Inc., Dept. 122-F
4700 Montrose Ave., Chicago 41, Illinois
In Canada: 105 Church St., Toronto 1, Ont.



Please send me literature on Copyflex and its use for:

☐ Purchasing-Receiving ☐ Order-Billing
☐ Production Control ☐ Accounting

Name_____ **Title**_____

Company_____

Address_____

City_____ **County**_____ **State**_____

(For more information, see last page)

"The hours you put in don't really matter."

DECKER



my answer is no. That, to my way of thinking, is absolutely wrong for any executive. However, I think the job must be by far the executive's major interest in life. In order to be successful, he must put his job above all other interests.

Q. Are you a briefcase carrier?

DECKER: I very seldom take any work home—only on rare occasions. I think if you are well organized, if you have delegated the work the way a president should, you can keep yourself free in the evening so that you can restore the vigor you need to really do a good job the next day when you should be doing it. The fellow who works half the night and worries the rest of it is not a good executive. I know some people who do that, but they are not good executives.

Q. Mr. Jonsson, what do you think on this subject?

JONSSON: I think you have to temper what you say by knowledge of the individual in each case. For example, one of the best men we have in our company puts in the largest number of hours, and works the most intensely at his job. Yet he is also one of the most devoted family men that I know. It's just that he spends more time on the job than most good family men do. Now, on the other hand, the head of one of the most profitable divisions in our company is a man who probably doesn't work more than five hours a day. Yet we haven't another man who could take that division of his and make more money with it or keep it going down the line toward its objectives faster than he can do it. So, you see, I think it all depends on the individual.

Q. Would you say that some people work harder than others because of higher standards that have been set for them or that they have set for themselves?

JONSSON: In the case of the first man that I mentioned, the standards are set by himself. He just simply has a self-starter inside of him and he doesn't want to do anything else but keep driving all the way.

DECKER: In our company I try to make our people realize that it is not the hours they put in that are important, but the results they get. I think that's the real answer.

PROBLEM SOLVING CLINIC 5

Aside from your business objective for your company, what is your primary personal goal? What motivates you to contribute so much of your time and effort to your job? What are you really working for?



"I work hard because there's nothing I'd rather be doing," says Richard Wellbrock.

"I want to feel I'm growing as a professional manager," says William Decker.

"It's the desire to be useful that is the underlying thing," says James Rice.

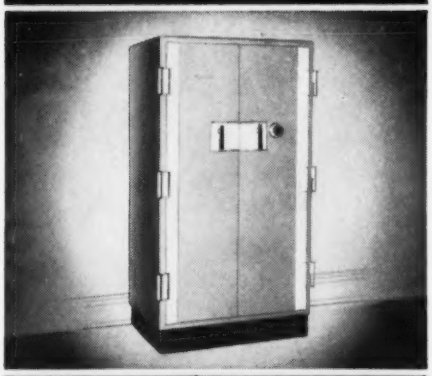
"After a time, there's damn little you wouldn't do for your gang," says Erik Jonsson.

Q. Mr. Wellbrock, what are you really working for?

WELLBROCK: I can give a very short and simple answer to that: I thoroughly enjoy my work. I feel I have been lucky enough to get into a good position and I work to earn the rewards that the job offers. But above and beyond that, I work hard at my job because I can't think of anything I'd rather be doing.

Q. Mr. Decker, what has motivated you to contribute your time and effort to your job? (*Continued*)

IS THERE A FIRE
in your future?

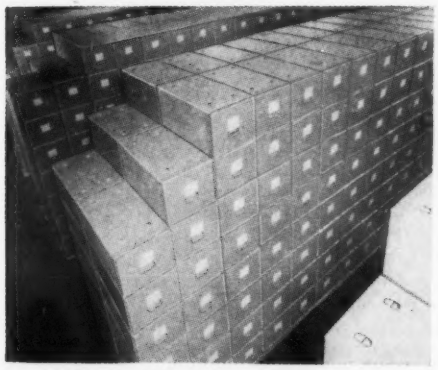


You carry insurance because you know it's smart to anticipate disaster. A fire in your future could be a real disaster—could actually put you out of business. For it's a fact that 43 out of 100 firms losing their records in a fire never reopen. Be smart! Anticipate! Keep your important records in a Meilink A label safe. There is no safer safe in the whole wide world. See your Meilink dealer or write for folder to Meilink Steel Safe Company, Oakwood and Clinton, Toledo 6, Ohio.

with MEILINK SINCE 1893 it's for keeps
Most complete line of safes and insulated products

(For more information, see last page)

Q. GOT HIGH-PRICED HELP LOOKING FOR RECORDS?
A. LOW-COST "CONVOY" STORAGE FILES!



All your semi-active or inactive records are instantly available. What a time and money-saver today!

Rigidized permanent Drawer and Shell construction eliminates shelving and costly searching (the biggest item).

All this at half the cost of steel because "CONVOYS" are heavy duty corrugated board processed to remarkable strength.

Sizes: letter, legal, check, deposit slip, tab card . . . 10 others.



There's a dealer near you — or write

CONVOY, Inc.
STATION B, BOX 216-M
CANTON 6, OHIO

(For more information, see last page)

DECKER: This matter of enjoyment is at least a very substantial part of it. If I hadn't been enjoying what I have been doing, I certainly wouldn't have been doing as much of it. I've discovered that I can always find the time to do the things that I enjoy, and my job happens to be one of those things.

Q. Are you driven by any other motivations?

DECKER: Yes, I think so. I think that most thoughtful top executives these days take pride in being good professional managers. At least I do. I like to feel that I am learning all the time. Year after year I like to feel that I am doing a better job, and that I am continuing to grow and develop as a manager.

Q. And you feel that other senior executives take this same kind of pride in their work?

DECKER: I think that most of the people who come here to the American Management Association, for example, are primarily interested in increasing their professional competence. Now, they may be thinking in terms of the things that being a better manager will get them, such as a better job and more money.



"I work hard because I enjoy it." WELLBROCK

Q. Mr. Rice, are these the kind of peronal feelings that motivate you in your job?

RICE: Yes, generally. I think every

DO YOU EMPLOY 100 OR LESS?

Management of smaller firms, experiencing growth potential and seeking to relocate or expand are considering Gardner, Massachusetts.

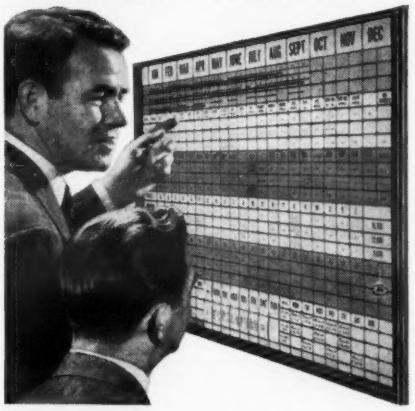
This away-from-target area, the economic and labor advantages, plus the new Gardner Program to attract growth firms is an expansion opportunity to be included in your program planning file.

If you do not know the Gardner Story, write, wire or phone:

Eugene McSweeney, Director
GARDNER INDUSTRIAL FOUNDATION
Gardner, Massachusetts
Telephone Gardner 3775

(For more information, see last page)

You Get Things Done With Boardmaster Visual Control



☆ Gives Graphic Picture of Your Operations—Spotlighted by Color
☆ Facts at a glance—Saves Time, Saves Money, Prevents Errors
☆ Simple to operate—Type or Write on Cards, Snap in Grooves
☆ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
☆ Made of Metal. Compact and Attractive. Over 200,000 in Use

Complete price $49.50 including cards

FREE 24-PAGE BOOKLET NO. M-200 Without Obligation

Write for Your Copy Today

GRAPHIC SYSTEMS
55 West 42nd Street • New York 36, N. Y.

(For more information, see last page)



CARTER L. BURGESS: "The world of modern business moves swiftly. Yet every step must first be planned, then recorded, on paper. In a variety of uses, quality papers are the very foundation of business as we know it today."—*Mr. Burgess is President of Trans World Airlines.*

Better papers are made with Cotton Fiber*

You can be sure of greater beauty, strength, permanence and all-around performance when you use cotton fiber papers. This has been true for generations. The premium qualities these papers possess come from the tough, flexible fiber that goes into them, and the highly specialized equipment and processes used in crafting them. So, don't just buy paper—buy *value*. Specify cotton fiber papers.

YOUR SUPPLIER KNOWS . . . why papers made of cotton fiber (25% minimum to 100% in the best grades) perform better in a variety of uses. Ask him about cotton fiber business and social stationery, indexes, ledgers, onion skin, drawing, tracing, blue print and other papers.

BETTER COTTON FIBER PAPERS

*LOOK FOR "COTTON" OR "RAG" IN THE WATERMARK OR LABEL

©Cotton Fiber Paper Manufacturers, 122 East 42nd St., N.Y.C.

(For more information, see last page)

SLASH THE COST OF CARRYING INVENTORY

with this remarkable "how-to" book



The first book on scientific inventory control written for the practical operating man

HERE IS THE FIRST and only book on *mathematical* inventory control written for the man who must do the job himself. It is not a text book—nor is it a theoretical study. Instead, it plunges directly into the heart of your problem—HOW MUCH to make or buy, and WHEN to make or buy it.

Scientific Inventory Control shows how modern business mathematics can give you the answers to these questions—*but you don't have to be a mathematician to read and use this handbook.* 86 easy-to-understand tables and figures "lead you by the hand" through proved-in-use formulas that are now being used to control inventory in dozens of well-managed firms.

You will find valuable guides on how to establish the proper safety margins to avoid out-of-stock situations . . . how to evaluate the quality of lead-time data . . . how to compute order quantities when usage is variable . . . . how to handle the quantity discount problem . . . . how to make a scientific inventory study. And you'll understand the practical language because *Scientific Inventory Control* was written by a practical operating man—Evert Welch, Director of Procurement, Aeronautical Division of Minneapolis-Honeywell.

Don't pay unless you're satisfied

You can prove to your own satisfaction that this new book will save you money—*without risking a cent.* Glance at the table of contents below. If the subject matter seems to fit your firm's problems, fill in the coupon below or the order card bound into th s issue of MANAGEMENT METHODS. We will send you your copy of *Scientific Inventory Control* promptly. Examine the volume for 5 days, test out a few of its formulas, satisfy yourself that *you* can use it profitably to reduce inventory levels. Then, if you are completely satisfied, send us a check for $12.50. Otherwise, return the book without obligation.

Reconciles the conflict between production and procurement

You've heard the argument between production and purchasing men.
The purchasing department says: *"Why can't we buy in larger quantities . . . why must the requisitions for the same item be placed repetitively!"*
The production department says: *"Why can't Purchasing understand that inventories cost money . . . that profits result from inventory turnover?"*
Scientific Inventory Control *will reconcile these two points of view in the only positive, practical way—with mathematical proof that can be readily understood and applied to standard material items as well as items subject to frequent change.*

TABLE OF CONTENTS

Chapter I—introduction to scientific inventory control Why formulas are advantageous in the determinations that create inventory, and why the usual approaches may fail.

Chapter II—distribution - by - value in inventory How to analyze inventory in terms of relative annual usage to properly allocate emphasis to various parts.

Chapter III — working and safety stocks How to identify the two segments of any inventory: stock for usage and protection against stockout.

Chapter IV — an initial approach to the order quantity decision How to make cost reductions in working inventory without making the usual cost studies of carrying inventory or order placement.

Chapter V—the usual approach to scientific order quantity formulas How to derive the standard formulas from cost data and how to determine the proper values for that data.

Chapter VI — order quantity formulas, tables, graphs, nomographs and rules How to make and use a large variety of tools for order quantity determination.

Chapter VII — order quantity formulas under variable unit costs or quantity discounts How to modify order quantity decisions where there are tooling or setup charges or where the price changes at fixed quantity discount points.

Chapter VIII — order quantity formulas under variable usage How to use order formulas where the projected usage is a variable.

Chapter IX — order quantity and the electronic computer How the computer of the future will make analyses.

Chapter X — scientific order quantity summarized How to anticipate some problems of scientific order formula.

Chapter XI — an introduction to scientific reorder point theory Why the reorder point decision is important in inventory and how it creates a buffer stock for the reduction of inventory failures.

Chapter XII — The importance of leadtime in the reorder point problem How to evaluate leadtime data in the determination of reorder points.

Chapter XIII—the importance of usage in the reorder point problem How to evaluate usage data in the determination of reorder points.

Chapter XIV—The importance of order frequency in the reorder point problem Why stock failures as a percentage of the number of orders is only a partial answer to satisfactory inventory performance.

Chapter XV—safety stock formulas and applications How to prepare a formula for manual or data computer use and for over-all improvement of inventory performance.

Chapter XVI — making an inventory study How to make use of scientific principles in a typical application to a simple inventory.

Management Publishing Corp.
22 West Putnam Avenue, Greenwich, Connecticut

Please send me a free-examination copy of SCIENTIFIC INVENTORY CONTROL. At the end of 5 days, I will either return the book, or send you, $12.50.

Name .....

Title .....

Firm Name .....

Street Address .....

City & State .....

Bill me..... Bill my company.....

executive probably has a combination of complex drives—things that you can't really pin down and inventory. I think a predominant motivation that applies to practically everybody is the desire to be useful—to apply your talents in a useful way. Furthermore, I think the executive wants to get the recognition that comes as a result of applying his talents purposefully. I would say, however, that the desire to be useful is the underlying thing.

Q. But you feel that recognition is a strong factor?

RICE: Well, recognition represents a reading on how useful you are. It's sort of a conditioned reflex. Many people can't hold the feeling of usefulness unless it is reflected in terms of recognition.

Q. Mr. Jonsson, what are your personal motivations?

JONSSON: There are limits to what you will do for dollars. When you get to the point where your job pays you enough return, money is a very minor motivating part of it, except perhaps as a measure of your skill. By that I mean that you know that if you make X dollars you must be worth something close to it or you would get fired or someone would run over you. Having achieved that degree of security, there are for me two or three major motivations.

The first is the challenge of asking yourself, "Can I do this thing?" You know, it's damn tough being a president. So you ask yourself if you've got the guts to do it. You set the most difficult goals that you think are possible of achievement —not unrealistic goals, but *tough* goals. Then you sit back and say to yourself, "Well, boy, you have announced to everyone what you intend to do. Now let's see if you've got what it takes to go out there and do it." I think this kind of personal self-challenge represents excitement for most managers. It's what most of us live for, in my view.

Second, I think something like this happens to most managers: You get a job and stay with it over many years and you begin to develop around you some very deep roots. Your relationship with the people around you becomes very much like your relationship with the rest of your family. You don't measure your associates in terms of dollars or hours of work. Instead, you discover that there is just damn little you wouldn't do for this gang that has helped you so many times when you've been on the spot. So you don't let go—you don't let go of the challenge. Perhaps another aspect of that is that when you reach a certain age, you begin to wonder how much time you have left to contribute your efforts. You begin to press to see how much more you can accomplish.

Now in addition to these, I think there is one more motivation for those of us who are family men. In my case, I have two sons. They are both better engineers than I am, which is what I had hoped for them. Whatever career I may be developing is being developed in part because I want it to serve as a needle for those two boys. I am trying to set a standard or two for them that will make them really go. I think they have ambition, and I want to fire it. m/m

Readers are invited to submit problems for treatment in the "Managers' Problem Solving Clinic."



LOWEST COST! Without exception, the lowest priced completely automatic collator on the market. Compare and see for yourself.

FASTEST SET-UPS! New, built-in features automatically adjust to weight of paper . . . eliminate costly down time in changing jobs.

MOST COMPACT! Entire unit requires less space than average-size office desk. Mechanism is completely enclosed for maximum safety and neat appearance. Available with casters for maximum mobility.

WIDEST APPLICATIONS! This versatile, new Cummington Collator gathers, assembles, staples, stacks and counts everything from Annual Reports to Statistical Presentations quickly . . . automatically . . . economically!



Write for new **Bulletin MM5**

FREE NEW BULLETIN

Write for Your Copy Today or Ask Your Nearest Representative.

CUMMINGTON

CUMMINGTON CORPORATION
718 Beacon Street
Boston 15, Massachusetts

(For more information, see last page)

M/M

This Reader Service Section is provided to help you obtain additional information on advertisements in this issue. Simply find the appropriate key numbers in the listing and circle the corresponding numbers on one of the cards bound facing this page.

FREE READER SERVICE SECTION

Key	Advertiser	Page
500	Acme Visible Records, Inc. *Agency: E. H. Brown Advertising*	45
501	Addressograph-Multigraph Corp. *Agency: The Griswold-Eshleman Co.*	62
502	American Lithofold Corp. *Agency: Burlingame-Grossman Advertising*	40
503	Aurora Equipment Co. *Agency: Arthur R. Mogge, Inc.*	54
504	Badger, Inc. *Agency: Kreicker & Meloan, Inc.*	32
505	Baltimore Business Forms, Co. *Agency: Vansant, Dugdale & Co., Inc.*	37
506	Bankers Box Co. *Agency: Frank C. Jacobi Advertising*	40
507	The Bentson Mfg. Co. *Agency: J. D. Culea Advertising*	56
508	Blue Ridge Glass Corp. *Agency: Fuller & Smith & Ross, Inc.*	11
509	Borroughs Mfg. Co. *Agency: Roland G. Spedden Advertising*	55
510	Charles Bruning Co., Inc. *Agency: H. W. Kastor & Sons Adv. Co., Inc.*	66
511	Business Electronics, Inc. *Agency: Don L. Burgess Advertising*	58
512	Cole Steel Equipment Co., Inc. *Agency: Webb Associates, Inc.*	2
513	Columbia Ribbon & Carbon Mfg. Co., Inc. *Agency: E. M. Freystadt Associates, Inc.*	8
514	Comptometer Corp. *Agency: Henri, Hurst & McDonald, Inc.*	61
515	Commonwealth of Pennsylvania *Agency: Kastor, Farrell, Chesley & Clifford, Inc.*	16
516	Convoy, Inc. *Agency: Rex Farrall, Inc.*	68
517	Corry-Jamestown Mfg. Corp. *Agency: W. S. Walker Advertising, Inc.*	53
518	Cotton Fiber Paper Mfgs. *Agency: J. M. Mathes, Inc.*	69
519	Cummington Corp. *Agency: Horton, Church & Goff, Inc.*	71
520	Filmsort, Inc. *Agency: Ladd, Southward & Bentley, Inc.*	41
521	William A. Force & Co., Inc. *Agency: Philip I. Ross Co.*	54
522	Gardner Industrial Foundation *Agency: Gordon Speedie Advertising*	68
523	The General Fireproofing Co. *Agency: The Griswold-Eshleman Co.*	Cover II
524	Graphic System, Inc. *Agency: Diener & Dorskind, Inc.*	68
525	G. R. Products, Inc. *Agency: Norman-Navan, Inc.*	13
526	The Haloid Co. *Agency: Hutchins Advertising Co., Inc.*	52
527	Hamilton Mfg. Corp. *Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.*	50
528	Harter Corp. *Agency: Lamport, Fox, Prell & Dolk, Inc.*	Cover III
——	International Business Machines *Agency: Benton & Bowles, Inc.*	Cover IV
529	Irons & Russell Co. *Agency: Knight & Gilbert, Inc.*	58
530	James Lees & Sons Co. *Agency: D'Arcy Advertising Co.*	5
531	Macey Co., subsidiary of Harris-Intertype Co. *Agency: Fuller & Smith & Ross, Inc.*	10
——	Management Magazines Inc.	44
——	Management Publishing Corp.	70
532	The Meilink Steel Safe Co. *Agency: Blaco Advertising*	68
533	Millers Falls Paper Co. *Agency: Richard R. Bruce, Inc.*	40
534	The Mills Co. *Agency: Meermans, Inc.*	7
535	Moore Business Forms, Inc. *Agency: N. W. Ayer & Son, Inc.*	48
536	The McBee Co. *Agency: C. J. LaRoche & Co., Inc.*	17
	National Cash Register Co. *Agency: McCann-Erickson, Inc.*	
537	*NCR Paper*	60
538	*Office Machines*	1
539	Olivetti Corp. *Agency: Geyer Advertising, Inc.*	36
558	Oravisual Co., Inc.	16
540	Orlando, Fla., Industrial Board *Agency: Robert Hammond Advertising*	58
541	Ozalid Div., of Gen. Aniline & Film Corp. *Agency: Benton & Bowles, Inc.*	51
542	Philadelphia, Dept. of Commerce *Agency: The Beacon Agency, Inc.*	6
543	Photostat Corp. *Agency: Knight & Gilbert, Inc.*	15
	Pitney-Bowes, Inc. *Agency: L. E. McGivena & Co., Inc.*	
544	*Mail Inserting*	35
545	*Mail Opener*	39
546	*Tickometer*	19
547	Riddle Airlines, Inc. *Agency: Tally Embry, Inc.*	4
548	St. Petersburg, Fla. Chamber of Commerce *Agency: Alfred L. Lino & Associates*	9
——	Shaw-Walker Co. *Agency: J. Walter Thompson Co.*	18
549	The Standard Register Co. *Agency: Don Kemper Co., Inc.*	12
559	Strathmore Paper Co. *Agency: Abbott Kimball Co., Inc.*	63
550	Stromberg-Carlson Co. *Agency: The Rumrill Co., Inc.*	33
551	Stromberg Time Corp. *Agency: G. F. Sweet & Co., Inc.*	16
552	Tab Products Co. *Agency: H. M. Leete*	39
553	TelAutograph Corp. *Agency: J. W. Christopher, Inc.*	38
554	Vanant Co., Inc. *Agency: Van Handel Advertising*	57
555	Veeder-Root, Inc. *Agency: Sutherland-Abbott Advertising*	57
556	Watson Mfg. Co. *Agency: Griffith & Rowland Advertising*	59
557	Wellington Sears Co. *Agency: Ellington & Co., Inc.*	34

BUSINESS REPLY CARD

No Postage Stamp Necessary if Mailed in the United States

FIRST CLASS
PERMIT No. 337
(Sec.34.9,P.L.&R.)
Greenwich, Conn.

POSTAGE WILL BE PAID BY

MANAGEMENT MAGAZINES, INC.

22 West Putnam Avenue

GREENWICH, CONN.

BUSINESS REPLY CARD

No Postage Stamp Necessary if Mailed in the United States

FIRST CLASS
PERMIT No. 337
(Sec.34.9,P.L.&R.)
Greenwich, Conn.

POSTAGE WILL BE PAID BY

MANAGEMENT MAGAZINES, INC.

22 West Putnam Avenue

GREENWICH, CONN.

MM's FREE READER SERVICE

For more information on any advertisement or keyed editorial item, simply fill out the card below, circle the appropriate key numbers, detach, and mail. We pay the postage. Please use card number 1 first. Advertisers' key numbers are listed in Reader Service Section. Key numbers for editorial items may be found accompanying those items.

DEC 2

500	501	502	503	504	505	506	507	508	509	510
511	512	513	514	515	516	517	518	519	520	521
522	523	524	525	526	527	528	529	530	531	532
533	534	535	536	537	538	539	540	541	542	543
544	545	546	547	548	549	550	551	552	553	554
555	556	557	558	559	560	561	562	563	564	565
566	567	568	569	570	571	572	573	574	575	576
577	578	579	580	581	582	583	584	585	586	587
588	589	590	591	592	593	594	595	596	597	598
632	633	634	635	636	637	638	639	640	641	642
643	644	645	646	647	648	649	650	651	652	653
654	655	656	657	658	659	660	661	662	663	664

Please print

Name .....

Title .....

Company .....

Address .....

City ..... Zone..... State.....

Number of employees in firm .....

Type of business .....

☐ Send Management Methods for one year at $5.00
☐ Bill me ☐ Bill company

MM's FREE READER SERVICE

For more information on any advertisement or keyed editorial item, simply fill out the card below, circle the appropriate key numbers, detach, and mail. We pay the postage. Please use card number 1 first. Advertisers' key numbers are listed in Reader Service Section. Key numbers for editorial items may be found accompanying those items.

DEC 1

500	501	502	503	504	505	506	507	508	509	510
511	512	513	514	515	516	517	518	519	520	521
522	523	524	525	526	527	528	529	530	531	532
533	534	535	536	537	538	539	540	541	542	543
544	545	546	547	548	549	550	551	552	553	554
555	556	557	558	559	560	561	562	563	564	565
566	567	568	569	570	571	572	573	574	575	576
577	578	579	580	581	582	583	584	585	586	587
588	589	590	591	592	593	594	595	596	597	598
632	633	634	635	636	637	638	639	640	641	642
643	644	645	646	647	648	649	650	651	652	653
654	655	656	657	658	659	660	661	662	663	664

Please print

Name .....

Title .....

Company .....

Address .....

City ..... Zone..... State.....

Number of employees in firm .....

Type of business .....

☐ Send Management Methods for one year at $5.00
☐ Bill me ☐ Bill company

TEAR OUT AND MAIL THIS FREE READER SERVICE CARD


Today...
there's a new
TEMPO
in the
office
Lithe and trim — utilizing the strength of steel — Harter's new Tempo chairs have all the qualities desired most in today's and *tomorrow's* offices. With their distinguished new upholsteries and exclusive finishes, Tempo chairs are beautiful with either wood or steel desks. Write for color brochure — we'll include name of your nearest Harter dealer.
HARTER
TEMPO SERIES
HARTER CORPORATION · 1206 PRAIRIE · STURGIS, MICHIGAN
In Canada: Harter Metal Furniture, Ltd., Guelph, Ontario
(For more information, see last page)



ever find IBM under your Christmas Tree?

If you've ever wondered how the good things under your tree were made and delivered in time for a merry Christmas morning, the last thing you might think of is a battery of busy IBM machines.

But it's a fact: in thousands of bustling workshops and stores throughout the world, IBM data processing systems help in the manufacture and distribution of toys and clothes and all the other wonderful things that enter into your holiday giving.

Yes . . . every day, in uncounted ways, IBM helps add to the pleasure of daily living . . . speeds the progress that makes for many, many merry Christmases!

IBM DATA PROCESSING

DATA PROCESSING
ELECTRIC TYPEWRITERS
MILITARY PRODUCTS
TIME EQUIPMENT